

*E*mergency  
*M*anagement  
*I*nstitute

2002-2003

*Catalog*  
*of*  
*Activities*



*E*mergency  
*M*anagement  
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2002-2003

*C*atalog  
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*A*ctivities

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# Federal Emergency Management Agency

There will always be emergencies. Planning for them, mitigating their impact, responding to them, and recovering from them are responsibilities shared by Federal, State, local, and Tribal governments, and the private sector. While the capability to meet any emergency must be based essentially at the local level where disasters strike, State and Federal governments provide guidance and support during all phases of the emergency management process.

Through training, programmatic and technical guidance, coordination with other Federal agencies and the private sector, and the provision of financial and technical support, the Federal Emergency Management Agency (FEMA) provides vital support for an effective national emergency management system. This system spans the full spectrum of emergencies from natural to man-made disasters, including those involving weapons of mass destruction. It extends through all levels of government and the private sector.

Representative FEMA activities are listed below.

- Supporting State, Tribal, and local governments in a wide range of disaster planning, preparedness, mitigation, response, and recovery efforts.
- Coordinating Federal aid for Presidentially declared emergencies and disasters.
- Developing practical application of research to lessen the damaging effects of emergencies and disasters.
- Coordinating civil emergency preparedness for peacetime radiological accidents (including those at nuclear power plants), hazardous materials incidents, and terrorism events involving nuclear devices.
- Providing training, education, and exercises to enhance the professional and technical development of Federal, State, Tribal, and local emergency managers and fire service officers.
- Reducing the Nation's losses from fire.
- Administering the insurance aspects, the flood-loss reduction program, and the risk assessment activities of the National Flood Insurance Program (NFIP).
- Implementing comprehensive programs for earthquakes, hurricanes, and dam safety.
- Providing leadership for the National Earthquake Hazards Reduction Program (NEHRP).
- Chairing the Emergency Food and Shelter National Board.
- Developing community awareness programs for weather emergencies and home safety.
- Planning for hazardous materials emergencies, including the development of Chemical Stockpile Emergency Preparedness Programs (CSEPP).
- Coordinating emergency management preparedness.
- Planning to ensure continuity of government and mobilization of resources during national security emergencies.
- Providing a catalyst for developing disaster-resistant communities.

Further information about FEMA is available on the Internet at:

**<http://www.fema.gov>**

## **HUMAN DIGNITY STATEMENT**

Participants, instructors, and staff are expected to treat each other with respect at all times. Inappropriate behavior will not be tolerated and may result in the removal from campus. The uniqueness of all individuals attending the Emergency Management Institute is recognized as well as their diversity, which can be a resource that enriches the learning environment through sharing of differing perspectives. An equal learning opportunity is provided to all course participants.





## Board of Visitors

The Board of Visitors plays an important role in enhancing the academic stature of the Emergency Management Institute (EMI). Authority for the Board comes from the Federal Advisory Committee Act (5 U.S.C.) Appendix 1, Executive Order 12024, GSA Regulation 41 CFR 101.6 and appropriate FEMA regulations found at 44 CFR Part 12. Functions of the Board are:

- to examine the Institute's programs to determine whether these programs further the basic mission of the Institute; and
- to discuss other appropriate subject areas that are related to the effectiveness of the delivery of the Institute's programs.

The Board's charter is to make comments and recommendations regarding the operations of the Institute and any improvements it deems appropriate. The Board provides an annual report to the Administrator, U.S. Fire Administration, and to the Director of FEMA.

Members of the Board are professionals in the fields of emergency management, education, and public administration from the public and private sectors. Members are selected to provide a balanced representation of interests and for the perspective they can contribute to enhancing the Board's effectiveness.

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(Vacancy at time of printing)

### Private Sector/Other

(Vacancy at time of printing)



# Overview

## CAMPUS AND FACILITIES

The National Emergency Training Center (NETC) in Emmitsburg, Maryland, offers the finest in educational resources. The campus is located 12 miles south of Gettysburg, Pennsylvania, 75 miles north of Washington, DC, and 50 miles northwest of Baltimore, Maryland.

The 107-acre campus is shared by the United States Fire Administration (USFA), the National Fire Academy (NFA), the Emergency Management Institute (EMI), the Field Personnel Operations Division, and the Satellite Procurement Office. The campus has fully equipped air-conditioned classrooms, lodging for students, a Learning Resource Center, and dining and recreational facilities. There also are several specialized facilities, such as the Simulation and Exercise Lab, a television studio (EENET), and two computer laboratories that are integral to the instruction of many courses.

## EMERGENCY MANAGEMENT INSTITUTE

Through its courses and programs, EMI serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of Federal, State, local, and Tribal government officials, volunteer organizations, and the public and private sectors to minimize the impact of disasters on the American public. EMI curricula are structured to meet the needs of this diverse audience with an emphasis on how the various elements work together in emergencies to save lives and protect property.

Instruction focuses on the four phases of emergency management: mitigation, preparedness, response, and recovery. EMI develops courses and administers resident and non-resident training programs in areas such as natural hazards (earthquakes, hurricanes, floods, dam safety), technological hazards (hazardous materials, terrorism, radiological incidents, chemical stockpile emergency preparedness), professional development, leadership, instructional methodology, exercise design and evaluation, information technology, public information, integrated emergency management, and Train-the-Trainer.

Approximately 5,500 participants attend resident courses each year while 100,000 individuals participate in non-resident programs sponsored by EMI and conducted by State emergency management agencies under cooperative agreements with FEMA. Another 150,000 individuals participate in EMI-supported exercises, and approximately 1,000 individuals participate in the Chemical Stockpile Emergency Preparedness Program (CSEPP). Additionally, hundreds of thousands of individuals use EMI distance learning programs such as the Independent Study Program and the Emergency Education NETwork (EENET) in their home communities. Visit the EMI Web site at:

<http://www.fema.gov/emil>

## NON-RESIDENT COURSES—COURSES OFFERED BY STATES

A significant portion of our training is conducted by State emergency management agencies, under cooperative agreement with FEMA. Not all of the courses listed in the Non-Resident section of this catalog are offered in each State every year. Contact the appropriate State office of emergency management to obtain dates of course offerings and other information on training activities. The address and phone numbers for State and regional training officers are listed at the back of this catalog.

## HIGHER EDUCATION PROJECT

A goal of the Federal Emergency Management Agency (FEMA) is to encourage and support the expansion of emergency management-related education in colleges and universities across the United States. We believe that in the future, more emergency managers in government and the private sector will come to the job not only with a college education, but with a degree in emergency management as well.

Toward that end, EMI has developed a prototype college-level emergency management curriculum outline, consisting of a series of classroom-based, upper division (junior/senior) courses, and is in the process of working with professors around the country to develop these courses for handoff to other colleges and universities.

As courses are developed, they will be made available electronically via the Internet. To review or acquire a copy of any currently available course, use the following Uniform Resource Locator (URL):

**<http://training.fema.gov/emiweb/edu>**

The emergency management curriculum outlines, as well as a listing of colleges and universities offering emergency management programs or teaching one or more emergency management-related courses, also can be found on the Web site noted above.

Those interested in investigating the development of an emergency management college program are invited to contact the Higher Education project manager:

Higher Education Program  
Emergency Management Institute  
National Emergency Training Center  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998  
(301) 447-1262 or  
**<http://training.fema.gov/emiweb/edu>**

## CERTIFIED EMERGENCY MANAGER® (CEM®) PROGRAM

The Emergency Management Institute endorses the Certified Emergency Manager® program, which is administered by the International Association of Emergency Managers. The purpose of this program is to raise and maintain professional standards and certify individuals who have demonstrated basic competencies in the emergency management profession.

Information on the CEM® program can be obtained by contacting the International Association of Emergency Managers at 111 Park Place, Falls Church, Virginia, 22046, by phone at (703) 538-1795, or by e-mail at [iaem@aol.com](mailto:iaem@aol.com).

## EMERGENCY EDUCATION NETWORK (EENET)

The Emergency Education NETwork (EENET) is FEMA's one-way video, two-way audio, satellite-distributed videoconferencing system designed to provide training and education to State, Tribal, and local emergency management personnel nationwide. EENET has grown and evolved from a pilot project in 1981 to 10-12 broadcasts a year in the early 1990s to "weekly" programming from 1999–2001. These are "open" programs and are received at sites across the country and carried by cable systems with a potential audience of 31,000,000 and a "core" audience estimated at more than 50,000 viewers.

EENET can bring interactive training programs into virtually any community and provides a wide variety of programs, from the bi-monthly news magazine "National Alert" that shares training from viewers across the country, to disaster response in schools. There is something for everyone.

All programming is open and usually in the public domain; any community with access to a C-band or Ku-band satellite dish, or community cablevision provider, can receive the broadcasts and participate in the training.

## How to Get Program Information

To obtain EENET schedules, or to be placed on the EENET surface mailing list, please contact:

Emergency Education NETwork (EENET)  
National Emergency Training Center  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998  
(800) 500-5164

As an alternative, you can be informed of schedule changes and special programming via e-mail sent directly to your computer. You can also obtain EENET updates and current broadcast schedules, complete with satellite coordinates. The FEMA address to obtain either of these options is:

<http://training.fema.gov/emiweb/eenet.htm>

## EENET Awards

Over the past few decades, FEMA's EENET project ("training via satellite-distributed television") has grown from an ad-hoc experiment to a strategic communications and training tool for the Agency. It has been recognized throughout the distance learning industry as one of the largest and most effective technology-based learning programs in the world, winning more than 85 national and international awards for its programming and training excellence. Among these awards are 50 Communicator Awards; 31 Telly Awards, including 2 Classic Telly Awards (best programming from the past 20 years); 2 Axiem Awards, a U.S. Distance Learning Award, and International Film and Video Festival award.

## CREDIT FOR EMI COURSES

### American Council on Education (ACE) Recommendations

Although EMI is not accredited as an academic institution, some EMI courses involve college-level work, and individuals completing these courses may apply to their colleges to receive credit based on having attended the EMI courses. These courses have been evaluated by the ACE College Credit Recommendation Service and recommended for equivalent college credit in the ACE's *Guide to Educational Credit for Training Programs*. Not all courses are recommended for college credit. For those that are, specific information on credit equivalency recommendations from the *Guide* are included in the course descriptions in this catalog under the title "ACE Recommendations."

### Level Codes

- LD Lower Division (can apply to associate's degree or first 2 years of bachelor's degree program)
- UD Upper Division (third and fourth year of bachelor's degree program; also can be applied to LD if school agrees)
- G Graduate Program

### Continuing Education Units (CEUs) Granted

Continuing Education Units (CEUs) are granted to course participants seeking these credits toward a program which an individual needs for maintaining specific knowledge, skills, and abilities. The number of CEUs is based on successful completion of a course which grants 1 CEU per 10 **contact** hours of an organized training experience under sponsorship by an institute such as the EMI. Records of participation are maintained permanently and issued from the NETC Admissions Office upon request. Each course description includes the CEUs. No CEUs are available for Independent Study or non-resident courses.

### College Credit for Independent Study Courses

EMI Independent Study courses are reviewed annually for college credit through a nationally accredited college or university. For more information, contact:

FEMA Independent Study Program (College Credit)  
Emergency Management Institute  
National Emergency Training Center  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

Military reserve personnel may earn retirement points for completing EMI Independent Study courses. Refer to the Independent Study section of this catalog for details (page 107).

The Independent Study courses can be accessed on the Internet at:

<http://training.fema.gov/emiweb/ishome.htm>

### LEARNING RESOURCE CENTER (LRC)

The LRC is the campus library for participants attending EMI, NFA, and other training and education programs sponsored by FEMA. With a collection of more than 70,000 books, reports, magazines, and audiovisual materials, the LRC facilitates and supports participant and faculty research and curriculum development and design.

#### Reference Service

Visit, write, or call the LRC for information. The LRC routinely supplies answers to simple requests—such as an organization's telephone number and address; a publication's source and price, etc. In response to more complex subject inquiries, the LRC staff will conduct literature searches, compile bibliographies and, depending on copyright restrictions, provide documentation in the form of reports and articles.

#### Loan

Only FEMA personnel and NETC faculty and participants may borrow materials from the LRC. However, via inter-library loan through local libraries, the general public can access the LRC's collection of books and research reports. Audiovisuals, magazines, and general reference materials are noncirculating.

#### Hours

The LRC's regular schedule of hours is Monday–Friday, 8:30 a.m.–5 p.m. eastern standard time. Specifically in support of the NETC curriculum, the LRC is open some weekends and evenings for participant use. Call ahead when visiting the LRC at these times.

#### Addresses and Phone Numbers

National Emergency Training Center  
Learning Resource Center  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

1-800-638-1821  
(301) 447-1030  
(301) 447-3217 (fax)

#### Internet Access

[netclrc@fema.gov](mailto:netclrc@fema.gov) (e-mail)

[www.lrc.fema.gov](http://www.lrc.fema.gov)  
(online card catalog)

## UNITED STATES FIRE ADMINISTRATION (USFA)

The USFA is located on the Emmitsburg campus. USFA is the Federal fire focus in fire safety and prevention and supports the efforts of local communities to reduce the number of fires and fire-related deaths, injuries, and property loss. The mission of the USFA is to reduce loss of life and property due to fire and related emergencies through leadership, advocacy, coordination, and support. USFA serves the Nation independently, in coordination with Federal agencies, and in partnerships with fire protection and the emergency service community. With a commitment to excellence, the USFA provides public education, training, research and technology, and data initiatives.

Through courses and programs, USFA's National Fire Academy (NFA) works to enhance the ability of the fire service and allied professionals to deal more effectively with fire and related emergencies.

The Academy's delivery systems are diverse. Courses are delivered on campus at the resident facility in Emmitsburg, Maryland, and throughout the Nation in cooperation with State and local fire training officials and local colleges and universities.

For those interested in pursuing degrees, the Degrees at a Distance Program (DDP) extends NFA's academic outreach through a network of seven colleges and universities. Fire service personnel who cannot attend college because of work hours and locations are able to earn a degree in fire technology and management through independent study.

Further information is available via the USFA Web site at:

**<http://www.usfa.fema.gov/>**

## OUTLINE OF CATALOG AND COURSE CODING

The catalog is divided into sections to make it user friendly. The Overview section provides information on the campus and facilities, special projects (Higher Education, EENET, etc.)

The General Information section provides information relative to the Application, Registration, Attendance, Costs and Stipends, Foreign Applicants, Travel, Lodging, Food Services, etc., and maps with descriptions for both NETC and Mount Weather.

The courses are divided into Resident and Non-Resident sections: Mitigation, Readiness and Technology, Professional Development, Disaster Operations and Recovery, Integrated Emergency Management, and Independent Study.

To identify where the different courses are offered, the following course codes are used:

E	Resident courses held at the NETC campus
G	Field-delivered courses
IS	Independent Study courses
L	Resident courses held off-site
K	Self-paced training using the World Wide Web (Master Trainer Program–Evaluation of Training)
S	Courses held at the Mount Weather Emergency Operations Center

**WORLD WIDE WEB ADDRESSES**

<b>FEMA</b>	<a href="http://www.fema.gov">http://www.fema.gov</a>
<b>EMI</b>	<a href="http://training.fema.gov/emiweb">http://training.fema.gov/emiweb</a>
<b>Higher Education</b>	<a href="http://training.fema.gov/emiweb/edu/index.htm">http://training.fema.gov/emiweb/edu/index.htm</a>
<b>EENET</b>	<a href="http://training.fema.gov/emiweb/eenet.htm">http://training.fema.gov/emiweb/eenet.htm</a>
<b>LRC</b>	<a href="mailto:netclrc@fema.gov">netclrc@fema.gov</a> (e-mail) <a href="http://www.lrc.fema.gov">www.lrc.fema.gov</a> (online card catalog)
<b>Independent Study</b>	<a href="http://training.fema.gov/emiweb/ishome.htm">http://training.fema.gov/emiweb/ishome.htm</a>
<b>USFA/NFA</b>	<a href="http://www.usfa.fema.gov">http://www.usfa.fema.gov</a>
<b>FEMA Form 75-5</b>	<a href="http://training.fema.gov/emiweb/rclists.htm">http://training.fema.gov/emiweb/rclists.htm</a>
<b>EMI Catalog</b>	<a href="http://training.fema.gov/emiweb/catalog2003.htm">http://training.fema.gov/emiweb/catalog2003.htm</a>
<b>Weapons of Mass Destruction</b>	<a href="http://training.fema.gov/emiweb/g310wmd.htm">http://training.fema.gov/emiweb/g310wmd.htm</a>
<b>CSEPP</b>	<a href="http://emc.ornl.gov">http://emc.ornl.gov</a>
<b>CD Videos and CD-ROMS</b>	<a href="http://www.ntis.gov">http://www.ntis.gov</a>
<b>National Alert Training News</b>	<a href="http://training.fema.gov">http://training.fema.gov</a>
<b>Master Trainer Program</b>	<a href="http://training.fema.gov/emiweb/mtp.htm">http://training.fema.gov/emiweb/mtp.htm</a>



## General Information

### Eligibility

To take a course at EMI, applicants must meet the selection criteria and prerequisites specified for each course. Participants may not take the same course more than once.

*Enrollment in EMI courses is generally limited to U.S. residents; however, each year a limited number of international participants are accommodated in EMI courses. (See Foreign Applicants, page 13.)*

### Application Procedures

The form used to apply to take an EMI course is the General Admission Application Form (FEMA Form 75-5, dated July 2000). *Only the July 2000 version of the FEMA Form 75-5 can be accepted.* The other versions will be returned. A copy of the July 2000 form is included at the back of this catalog, and it may be duplicated. Additional forms can be downloaded from the EMI Web site ([www.training.fema.gov/emiweb/rclists.htm](http://www.training.fema.gov/emiweb/rclists.htm)) or obtained from State and local emergency management offices, FEMA regional offices, or the NETC Office of Admissions. The addresses for the State/local emergency management offices and the FEMA regional offices are listed at the back of the catalog. **Please fill out all blanks on the application form completely or it will be returned.**

Applications must be coordinated, reviewed, and approved by:

- The head of the applicant's sponsoring organization,
- The emergency management office of the applicant's State, and
- The NETC Admissions Office.

### EMI's National Enrollment System

EMI will use a National Enrollment System of two terms with a prescribed application period for each term.

**Summer Term 2003**—For courses to be conducted from April 2003 through September 2003, the application period is November 1 through December 31, 2002.

**Winter Term 2004**—For courses to be conducted from October 2003 through March 2004, the application period is May 1 through June 30, 2003.

For Courses Beginning	Application Period	Applicants to be Notified
October 1–March 31, 2003	May 1–July 31, 2002	By September 30, 2002
April 1–September 30, 2003	November 1–December 31, 2002	By March 31, 2003
October 1, 2003–March 30, 2004	May 1–June 30, 2003	By September 30, 2003

After each application period:

- NETC staff will review the applications and notify applicants regarding their status as noted above.
- EMI will post any remaining vacancies on the EMI Web site ([www.training.fema.gov/emiweb/rclists.htm](http://www.training.fema.gov/emiweb/rclists.htm)) and interested personnel may continue to apply. EMI will fill vacancies on a first-come, first-served basis. (**Note:** for IEMC vacancies by position consult the IEMC Web site at [www.training.fema.gov/fy2002sch.htm](http://www.training.fema.gov/fy2002sch.htm)).

## Travel Planning

Applicants must not make travel plans prior to receiving an official acceptance package from the NETC Admissions Office. Acceptance packages contain important travel information for the specific classes.

## Attendance/Substitution/Cancellation

Once accepted, participants are expected to attend all sessions of each course, seminar, or workshop. Those who do not attend all sessions will not receive course completion certificates and will not be reimbursed under the Student Stipend Program.

If an organization must cancel an accepted participant, the organization may request substitution of an equally qualified person. This request must be made **in writing** at the same time as the cancellation and must be accompanied by a completed General Admissions Application Form for the substitute. *Requests for substitutions for EMI courses must be submitted through the applicable State emergency management office.* If a last-minute cancellation is necessary, please call the NETC Admissions Office at (301) 447-1035 or (800) 238-3358 (extension 1035). A fax may be sent to (301) 447-1658; e-mail address is [netc-admissions@fema.gov](mailto:netc-admissions@fema.gov).

## Dress Policy

When attending EMI classes, it is each participant's responsibility to use good judgment in selecting attire that projects a professional image and is appropriate for both the local climate differences and classroom activities. If EMI staff determine that a participant's attire is inappropriate, the participant will be required to change into more appropriate clothing before being allowed to continue class.

## Costs/Stipends/Reimbursements

There are no tuition fees for EMI on-campus, Mount Weather, or select off-site courses. All instruction, course materials, and housing (for most participants) are provided at no cost. Participants from other countries, other Federal agencies, and most participants from private industry or contractors to State, local, or tribal governments must pay their own transportation and lodging fees. All participants are responsible for the cost of cafeteria meals provided and for personal, incidental expenses.

Stipend reimbursement is limited to three trips for each participant per fiscal year. You must purchase a 21-day pre-purchased, nonrefundable ticket for round-trip transportation by common carrier (economy, coach class, or less). First class and business class airline tickets will not be reimbursed. If you are notified in enough time to purchase the 21-day ticket and do not do so, your reimbursement will be limited to the State ceiling as established by NETC. If you choose to drive, you will be reimbursed the current privately owned vehicle (POV) Federal mileage allowance or the State ceiling, whichever is less.

Reimbursement will be made by direct deposit to your personal account (please provide a copy of a check). You are responsible for reimbursing your organization.

If you have questions about your eligibility to receive a stipend, please call (301) 447-1035.

## Lodging and Food Service

All lodging rooms are nonsmoking and are randomly assigned once approved for a course.\* If you are required to pay for your lodging, you may do so by cash, personal check, traveler's check, and credit card (MasterCard, Visa, American Express, and Discover). The meal charge will be identified in all acceptance letters and will include costs for three meals per day beginning with dinner on the day preceding the course start date and extending through lunch on the last day of the course plus morning and afternoon breaks. Meals may be paid for with cash, traveler's check, purchase order, credit card (MasterCard or Visa) or by advance payment. There are no refunds for meals missed. **All participants residing on campus must purchase a meal ticket.** Any participant who does not purchase a meal ticket must move off campus for the duration of the course at his/her own personal expense. Also, participants staying off campus must pay for morning and afternoon breaks.

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\* Handicapped-accessible rooms are available for those who require them; this should be indicated on the FEMA Form 75-5.

## Registration

Upon arrival, participants must report to Building C (see map on page 16) to obtain room assignments and key cards. A picture ID is required. Participants may be lodged a distance from the registration building and, for this reason, we recommend luggage with wheels.

## Foreign Applicants

EMI often receives inquiries from citizens and officials of foreign countries. EMI courses are generally available to U.S. citizens only. Most EMI resident courses expect attendees to have full knowledge of, and experience with, U.S. governmental and political systems and are based on U.S. specific legislation, regulations, and systems. Thus, most EMI courses are not appropriate for foreign participants.

While EMI cannot generally accommodate international participants in its resident courses, it occasionally sends faculty to other nations to deliver emergency management training on-site. All expenses for such training must be paid by the host nation. For more information, write to:

Superintendent  
Emergency Management Institute  
National Emergency Training Center  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

International participants are occasionally accepted to attend EMI resident courses on a space-available, fee-pay basis. To be considered for such an exception, applications from foreign individuals must meet the following conditions:

- The application must come from and be endorsed by an appropriate component of the national government of the applicant's home nation. Applications are generally routed through the appropriate embassy.
- The applicant must be a government employee with official emergency management responsibilities pertinent to the course which he/she is requesting to attend. The official endorsement must describe these responsibilities, their relationship to the course requested, and a compelling need to attend EMI to receive the required training.
- Because language translation is not provided on campus, students must be fluent in reading, writing, and speaking English.

Completed applications should be sent to:

Admissions Office, Room I-216  
National Emergency Training Center  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998  
(301) 447-1035  
(301) 447-1658 (fax)  
netc-admissions@fema.gov (e-mail)

## Campus Security

Due to heightened security requirements, please understand that security and law enforcement personnel may search you, your vehicle, and your luggage. Maryland Law is very narrow in its definition of Law Enforcement Officers who may carry firearms. For your own protection and to expedite your processing into the NETC, do not bring any firearms to campus. Sworn and State POST certified officers and Federal officers or local officers with concurrent jurisdiction who require a firearm for the performance of required official duties must obtain an exception from the Director of Support Services or the NETC Safety and Security Specialist prior to arrival on campus. For more information, please call (301) 447-1422.

In addition, please do not bring alcoholic beverages on campus.

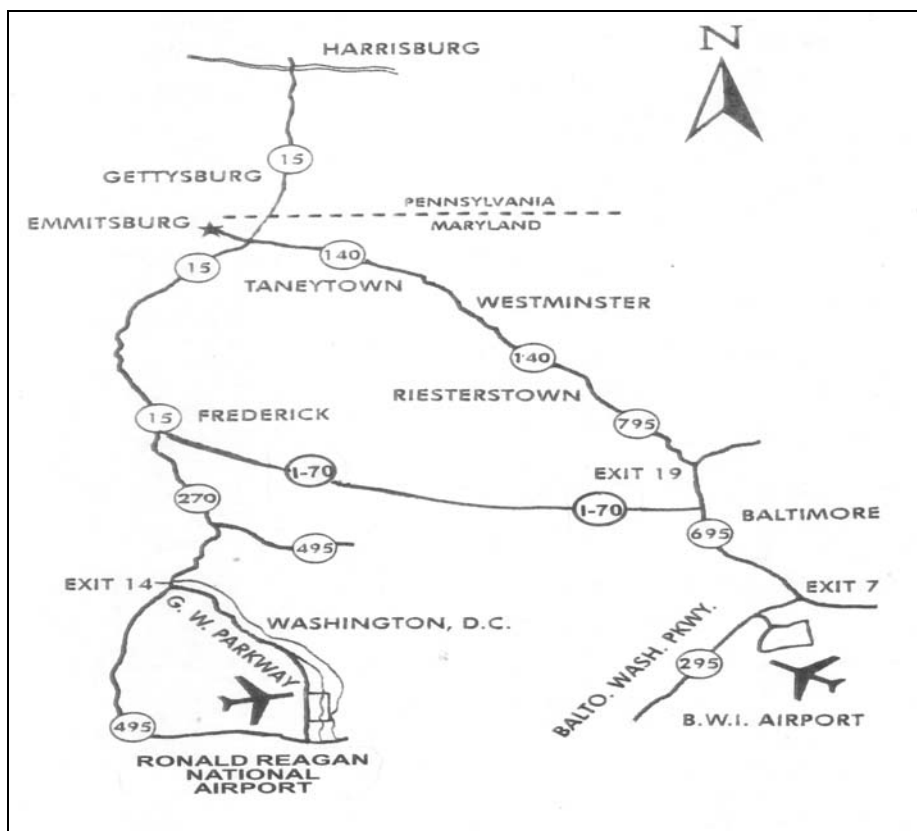
## Transportation and Parking

Participants must make their own flight arrangements. Travel days are normally the day before the course begins and the day the course ends. Specific travel information relative to each course will be included in the participant acceptance package. **Please read this information carefully BEFORE making flight arrangements.** Participants must call the NETC Transportation Office at (301) 447-1113 at least 1 week in advance to reserve a seat on the airport shuttle. Seating on the bus may be unavailable and transportation to Emmitsburg will be at the participant's own expense if he/she fails to call.

Participants who drive to campus must register their vehicles upon arrival in the lobby of Building C. Picture identification and automobile registration (owner's card) must be shown when the vehicle is registered in order to receive stipend reimbursement. A parking permit will be issued, which must be displayed on the vehicle. Participant parking is in the lot north of Building J and is not permitted elsewhere on campus. Vehicles parked in violation of this rule are subject to towing at the owner's expense. Loading and unloading of luggage is permitted in designated areas. Participants may arrive on campus any time after 12 noon the day before class begins. Departure is any time after graduation, which is usually concluded by 9 a.m. the last day of the course.

## Directions to NETC:

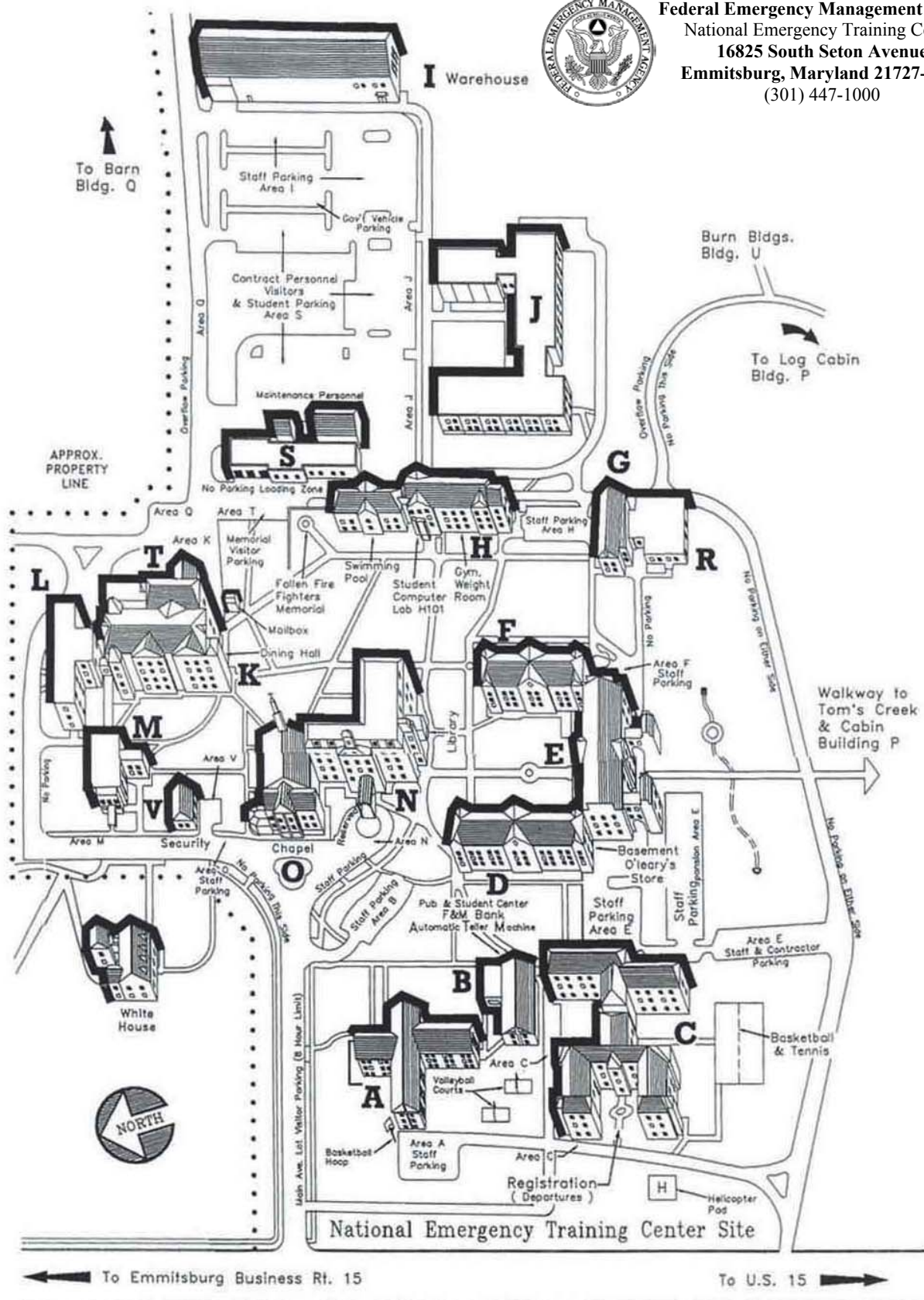
- **From Baltimore:** I-695 (Baltimore Beltway) to I-70 West (towards Frederick); to Route 15 North to Emmitsburg. Turn left off Route 15 to South Seton Avenue.
- **From Washington:** I-495 (Washington Beltway) to I-270 North (towards Frederick); to Route 15 North to Emmitsburg. Turn left off Route 15 to South Seton Avenue.
- **From Philadelphia:** Pennsylvania Turnpike West to Harrisburg, Exit 17 (Route 15). Go south on Route 15 to Emmitsburg. Turn right off Route 15 to South Seton Avenue.
- **From Pittsburgh and West:** Pennsylvania Turnpike East to Harrisburg, Exit 17 (Route 15). Go south on Route 15 to Emmitsburg. Turn right off Route 15 to South Seton Avenue.







**Federal Emergency Management Agency**  
**National Emergency Training Center**  
**16825 South Seton Avenue**  
**Emmitsburg, Maryland 21727-8998**  
**(301) 447-1000**



## NATIONAL EMERGENCY TRAINING CENTER

St. Joseph's College was purchased by the Federal Emergency Management Agency in 1979 to serve as a training facility. Prior to its official closing in 1973, the college served as a 4-year liberal arts college for women. In 1981, the facility was entered into the Federal records as the National Emergency Training Center (NETC). The NETC houses the United States Fire Administration (USFA) (which includes the National Fire Academy (NFA)); the Emergency Management Institute (EMI); and the Human Resources Division of the Administration and Resource Planning Directorate. The following is a brief description of the buildings.

**The Fallen Firefighters' Memorial** was dedicated on October 4, 1981, and in October 1990, Congress designated it as the National Fallen Firefighters' Memorial. It is a memorial to firefighters who lost their lives in the line of duty.

**Building A:** A three-story residence hall built in 1964 and renovated in 1996. It has 96 dormitory rooms. (I)

**Building B:** Student Center, built in 1956, is the location of the game room, pub, and recreational activities. A large picture window overlooks the scenic Catoctin Mountain range. (F)

**Building C:** Built in 1956 and renovated in 1995, it has 217 dormitory rooms. (F)

**Building D:** Built in 1926 and renovated in 1965 and 1995, it is a three-story brick structure which has the charm of the old architecture. It consists of 65 dormitory rooms, a student computer center, and a convenience shop in the basement. (G) (I)

**Building E:** Built in 1926 and renovated in 1966 and 1993, it is occupied by Computer Support Personnel; EENET TV studio is on the 2<sup>nd</sup> and 3<sup>rd</sup> floors. Personnel, Procurement, and auditorium. (F)

**Building F:** Built in 1925 and renovated in 1965 and 1995, it has 45 dormitory rooms. (G) (I)

**Building G:** Built in 1948, it was renovated in 2000–2001 to accommodate the offices of NFA/USFA staff. (G)

**Building H:** Built in 1923 and renovated in 1993, it houses the NFA offices, a fully equipped gymnasium, a weight room, and an Olympic-sized indoor swimming pool. (F)

**Building I:** Built in 1996, it serves as the Material Receipt and Distribution Center, Maintenance Facility, Management and Operations offices, and Publications Center. (F)

**Building J:** Built in 1966 and renovated in 1993, it is the NFA classroom facility and houses the NFA staff. It includes a lobby and a tiered 249-seat auditorium. (F)

**Building K:** Built circa 1870, renovated in 1982 and 1993, it houses EMI classrooms. The three-story brick structure also contains a Dining Hall capable of seating 500 people, Independent Study in basement. (F)

**Building L:** Built in 1959 and renovated in 1993, it consists of 42 dormitory rooms and a conference room. National Fallen Firefighters' Memorial Staff (I)

**Building M:** Built in 1965 and renovated in 1989, it houses two EMI classrooms and the EMI Computer Lab. (F)

**Building N:** Designed by the English-born architect, E. G. Lind (1829–1909), it was built in 1870 and renovated in 1992. The building is an example of Second Empire style which was popular in the second half of the 19<sup>th</sup> century. As such, it is listed on the National Register of Historic Buildings. It houses USFA, the Learning Resource Center and EMI. (F)

**Building O:** Erected in 1839 as a chapel. The marble and alabaster altars and stained glass windows were retained when it was renovated in 1965. There are contract support offices in the front of the chapel and basement. (I)

**Building P:** The log cabin serves as a recreation facility, overlooking the peaceful Tom's Creek. (F)

**Building Q:** The brick barn is a service facility. The ornamental brick grill windows are characteristic of early 19<sup>th</sup> century Western Maryland construction. (F)

**Building R:** Built in 1948, renovated in 1993, and located behind building G, it serves as the Fire Protection and Fire Command Simulation Laboratories. Houses USFA staff offices. (F)

**Building S:** Renovated in 2000–2001, this is the new home for EMI/NFA Simulation Laboratories. (F)

**Building T:** The old milk house of the original St. Joseph's campus, it houses contractor staff.

**Building U:** A burn building complex used by NFA for arson investigation and demonstrations. (F)

**Building V:** Built in 1992, it houses the Security Office. (F)

**HANDICAPPED ACCESS:** F—Fully accessible I—Accessible first floor only N—Not accessible  
G—Ground floor accessible only R—Restrooms not accessible



## CONFERENCE AND TRAINING CENTER, MOUNT WEATHER

The Conference and Training Center (CTC), located at the Mount Weather Emergency Operations Center, near Bluemont, Virginia, is also used to conduct FEMA training. These facilities include various sized classrooms, small and large conference rooms, and exercise and simulation areas (indoor and outdoor).

**Smoking:** All buildings on the facility are nonsmoking.

**Weapons/Cameras:** Weapons (e.g., firearms, mace, etc.) and cameras are prohibited on the facility and must be turned in to the Security Office until ready to be removed from the facility.

### Administration

The Mount Weather Emergency Operations Center is a limited access facility; however, participants enrolled in training activities are welcome. Course participants must be enrolled and rostered by name and social security number, a minimum of 2 weeks prior to the course start date. Additional information regarding any training scheduled at Mount Weather can be obtained by calling (540) 542-2266.

### Registration

Participants should report to the Mount Weather Visitor's Center in Building 403. Further instructions will be provided by staff in Building 403.

### Food Service

All personnel staying overnight at Mount Weather are required to purchase a meal ticket. This includes FEMA personnel and all non-FEMA personnel to include instructors. Meal ticket purchase will be part of in-processing at Guest Registration. Personnel staying off-site may purchase meals in a Café à la carte.

Guest Registration accepts payment by cash, corporate check (includes government), traveler's checks, purchase order, or credit card (VISA, MasterCard, Discover, and Government Travel Card). Checks should be payable to FEMA. Guest Registration does not accept personal checks.

The meal charge will be identified in the acceptance letter (it is dependent upon the exact arrival and departure date and time as well as other special requirements of the class. Special requirements include, but are not limited to, prescheduled dining off-site, cookouts, and class breaks.) No adjustment will be made after the ticket has been purchased.

No exceptions will be made to this policy and no refunds will be given after a meal ticket is purchased without written approval from John Matticks, Senior Resident Manager or his designated representative. If an exception is approved, a copy of the approval must be included with your travel voucher.

Any questions regarding this policy should be directed to Jerry Howse at (540) 542-2008.

**Special Requirements:** If you have special food or dietary requirements, the food service contractor will work to meet your needs. Arrangements for special food or dietary requirements must be made at least 2 weeks prior to arriving at Mount Weather.

### Lodging

All rooms are nonsmoking rooms.\* Lodging in campus housing is provided at no cost for most participants enrolled in courses conducted by FEMA's training division. Exceptions include Federal employees and persons representing the private sector. Participants in these categories must pay the prevailing rate for housing at Mount Weather. For those required to pay, lodging may be paid for by cash, personal check, traveler's check, MasterCard, or Visa. Check-in time is anytime after 12 noon on the day prior to your course start date. Check-out time is 8:30 a.m. on departure day.

**No accommodations are available at Mount Weather for relatives or friends of participants.** Information on accommodations in the area is available on request; however, the traveler is responsible for arranging and paying for such accommodations.

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\* Handicapped-accessible rooms are available for those who require them; this should be indicated on the FEMA Form 75-5.



There are no connections for mobile homes or recreational vehicles. No animals other than seeing-eye dogs or other guide dogs are allowed.

If you have a physical disability, allergies, or other medical condition that may require special housing consideration or attention, notify Mount Weather at least 2 weeks prior to course start date. The phone number is (540) 542-2266.

### **Dress Code**

Casual dress and low-heeled shoes are appropriate. Shorts, cutoffs, tank tops, and sweats are not permissible except during physical exercise, jogging, etc. Certain courses conducted at Mount Weather may have special dress requirements. In these cases, information will be outlined in acceptance information.

### **Automobile Travel/Parking**

Participant parking is available at all dormitories for participants electing to drive privately owned vehicles or rental cars. Participant parking is limited to the dormitory area. On-site shuttle service will be available to transport participants from dormitories to the classroom and dining hall areas.

### **Transportation to and from Dulles Airport**

Mount Weather operates shuttle service for course participants to and from Washington Dulles airport only. If you need bus transportation to Mount Weather, plan to arrive at Dulles at least 1 hour before the bus pickup times. Standard pickup times are 2 p.m. and 6 p.m. Sunday and 6 p.m. only on weekdays. To be assured a space on the bus, you must call the CTC at least 1 week prior to the course start date. The number to reserve ground transportation from the airport is (540) 542-2266. When calling, please have the following information available:

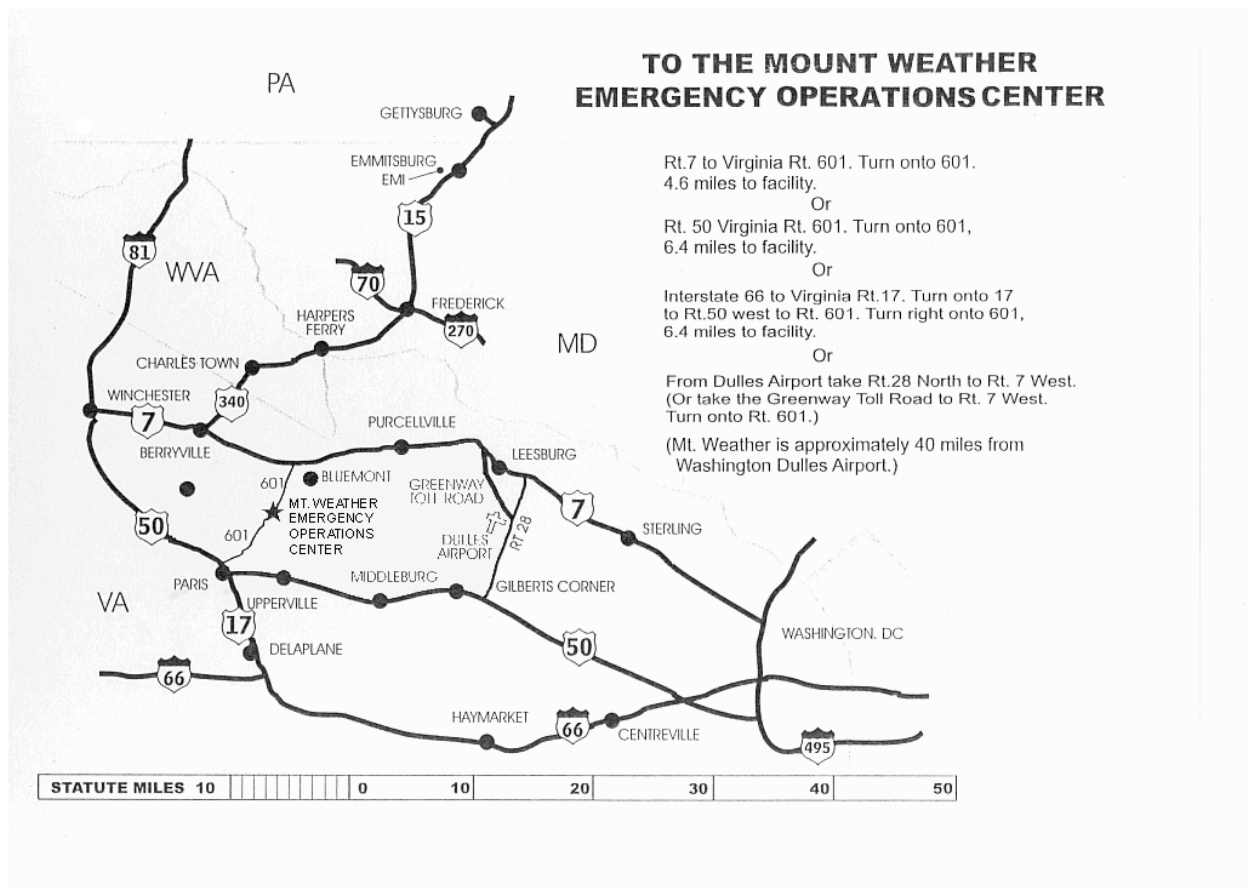
Course name and date  
Airline and flight number  
Arrival time, date  
A contact phone number

**Arrival:** Mount Weather transportation departs Dulles International Airport promptly at 2 p.m. and 6 p.m. Sunday, 6 p.m. weekdays. You must meet the driver in the domestic Traveler's Aid area located in the east end of the main terminal, baggage claim level, near baggage claim area 4. Driver will have a sign saying Mount Weather.

**Alternate Transportation:** Mount Weather transportation picks up passengers **ONLY** at Dulles International Airport. If you schedule a flight to Baltimore Washington International (BWI) or Ronald Reagan Washington National Airport, you should make arrangements to catch a shuttle to Dulles in time to meet the 2 p.m. or 6 p.m. departure.

**Delayed Flights:** If you are scheduled to use Mount Weather bus transportation and your flight is delayed for reasons beyond your control, you should arrange for a taxi from the airport. If you are a participant eligible for reimbursement under the stipend program, you will need a receipt for the taxi to be turned in with your stipend reimbursement form. If you have questions enroute or anticipate a delay, please contact Mount Weather security at (540) 542-2139.

**IF YOU DO NOT CALL MOUNT WEATHER TO RESERVE BUS TRANSPORTATION, OR IF YOU SCHEDULE FLIGHTS THAT DO NOT COINCIDE WITH THE MOUNT WEATHER TRANSPORTATION SCHEDULE, IT IS YOUR RESPONSIBILITY TO ARRANGE AND PAY FOR YOUR TRANSPORTATION FROM THE AIRPORT TO MOUNT WEATHER.**



# RESIDENT COURSES

The information in this catalog is also available on the Internet at:

<http://training.fema.gov/emiweb/catalog2003.htm>



## Mitigation

The Mitigation curriculum provides training for Federal, State, local, and Tribal government, and private sector employees who are working to eliminate or reduce the long-term risk to human life and property posed by earthquakes, floods, tornadoes, dam failures, landslides, hurricanes, and other natural hazards.

The curriculum includes courses, workshops, and seminars of varying lengths. Resident offerings generally last 4½ days while field courses last 1 to 2 days. Some offerings are appropriate only for resident delivery because they require instruction by representatives of a number of Federal agencies and facilitators located in the Washington, DC, area.

Many of the courses offered in this curriculum area directly support the training requirements of Federal programs, such as the National Flood Insurance Program (NFIP), the National Hurricane Program, and the National Earthquake Hazards Reduction Program (NEHRP). Participants in these courses learn about program regulations and policies and are provided with the tools and techniques for implementing mitigation strategies.



**E207 Mitigation Field Operations**

This course is designed to provide FEMA mitigation staff with a practical, performance-oriented learning environment that enables them to accomplish their assigned roles in integrating mitigation into disaster response and recovery operations.

**Selection Criteria:** FEMA regional mitigation staff and FEMA Headquarters mitigation staff. Space also will be available for nonmitigation staff. This course is not intended to be an introductory course for those very new to FEMA. Staff attending this course should have general knowledge of mitigation and FEMA's structure. A statement verifying the above qualifications should be included in block 16 of the application form.

**Course Length:** 3½ days  
**CEUs:** 1.8

**E234 Digital Hazard Data**

This course is designed to give floodplain and emergency management personnel the necessary skills and knowledge to use digital flood data and other hazard data. It is **not** intended to make participants technically proficient (experts) in the hands-on use of Geographic Information Systems (GIS). Participants must have basic computer skills and literacy, including knowledge of DOS and Windows. Advanced users should be aware that many **basic** GIS concepts will be included in course content and exercises. This training supports FEMA's conversion of the paper flood insurance rate maps to a computerized format.

**Selection Criteria:** The audience for this course consists of State and local floodplain and emergency management personnel, regional personnel with National Flood Insurance Program responsibilities, personnel from other Federal agencies involved in floodplain and emergency management, and State and local planners. Individuals who are not in manager/planner positions may apply if the need to attend this training is documented in block 16 of the application.

**Prerequisites:**

**Required:** Participants must be able to do the following.

1. Read and interpret the Flood Insurance Rate Map.
2. Use, or be planning to use, GIS.
3. Use a personal computer and Windows 95.

A statement verifying the above qualifications should be included in block 16 of the application form.

**Recommended:** None.

**Course Length:** 4½ days  
**CEUs:** 3.1

**E253 FEMA Program Responsibilities:  
Coordinating Environmental and Historic  
Compliance**

This course examines FEMA's responsibilities under various environmental and historic statutes, and emphasizes the importance of fully integrating the compliance steps stipulated by the National Environmental Policy Act (NEPA), the National Historic Preservation Act (NHPA), and other related laws into the administration of FEMA's disaster assistance programs.

**Selection Criteria:** FEMA regional staff and Disaster Assistance Employees. We encourage one Public Assistance and one Hazard Mitigation Program Specialist per course from each region, particularly those who work with the environmental officer during disaster field operations. In addition, we encourage representatives from one State per region to attend this course.

**Course Length:** 4½ days  
**CEUs:** 3.1



**E260 Hazard Mitigation Grant Program/Flood Mitigation Assistance (HMGP/FMA) Grants Administration Course**

This course is for State and FEMA personnel responsible for managing grants awarded under FEMA's mitigation programs. Participants will gain the knowledge necessary to execute their financial responsibilities, including monitoring, reporting, and closeout, in accordance with applicable law, regulations, and guidance governing these programs.

**Selection Criteria:** State and Federal staff involved with the HMGP/FMA Grants Program. A statement verifying the above qualifications should be included in block 16 of the application form.

**Course Length:** 4½ days  
**CEUs:** 3.1

**E263 Managing the Hazard Mitigation Grant Program (HMGP) for States**

This course is designed to cover the basic programmatic aspects of the Hazard Mitigation Grant Program (HMGP). The course will complement other more advanced HMGP-related training such as the HMGP/FMA Grants Administration Course, NEPA training, and benefit-cost training.

**Selection Criteria:** State and FEMA regional staff with responsibilities for administration, implementation, and oversight of the HMGP. A statement verifying the above qualifications should be included in block 16 of the application form.

**Course Length:** 4½ days  
**CEUs:** 1.3

**E273 Managing Floodplain Development Through the National Flood Insurance Program (NFIP)**

This course is designed to provide an organized training opportunity for local officials responsible for administering their local floodplain management ordinance. The course will focus on the NFIP and concepts of floodplain management, maps and studies, ordinance administration, and the relationship between floodplain management and flood insurance.

**Selection Criteria:** Local officials responsible for administering local floodplain management ordinances, including but not limited to floodplain management administrators, building inspectors, code enforcement/zoning officers, planners, city/county managers, attorneys, engineers, and public works officials. Federal/State/regional floodplain managers also are encouraged to attend. The course is designed for those officials with limited floodplain management experience. Attendance will be limited to two participants from any State for each offering.

**Course Length:** 4½ days  
**CEUs:** 3.1

**E276 Benefit-Cost Analysis: Entry-Level Training**

This course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will not teach how to conduct level-two BC analyses.

**Selection Criteria:** The target audience is FEMA and State hazard mitigation officials. Other personnel involved in conducting BC analyses may also apply.

**Prerequisites:**

**Required:** Participants must have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

**Recommended:** Familiarity with basic mitigation terminology is suggested.

**Course Length:** 2½ days  
**CEUs:** 1.3



**E278 National Flood Insurance Program/  
Community Rating System (NFIP/CRS)**

This course covers the CRS, a nationwide initiative of FEMA's National Flood Insurance Program. It describes activities eligible for credit under CRS, how a community applies, and how a community modifies an application to improve its classification.

**Selection Criteria:** FEMA regional office staff, NFIP State coordinators, regional planning officials, local and tribal government officials, those performing floodplain management services for local governments, and others interested in learning about the CRS in order to provide technical assistance to communities seeking to apply for CRS credit. Attendance will be limited to two participants from any one community per fiscal year.

**Prerequisites:**

**Required:** None.

**Recommended:** The course is designed for those officials with some floodplain management experience.

**ACE Recommendation:**

**Credit Hours:** 2 Semester Hours  
**Level:** LD or UD  
**Curricula:** Public Administration or Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.9

**E279 Retrofitting Flood-Prone Residential  
Buildings**

This course is designed to provide engineering and economic guidance on what constitutes proper retrofitting techniques for flood-prone residential structures. The course will focus on the concepts of floodproofing, regulatory framework, controlling parameters, design practices, and benefit, cost, and technical feasibility analysis. There is a case study design exercise and a written examination.

**Selection Criteria:** The audience comprises engineers and architects, and building code, floodplain management,\* hazard mitigation,\* planning,\* zoning,\* and public works officials.\*

\* This course is intended for those with engineering, architectural, or building science knowledge.

**Prerequisites:**

**Required:** None.

**Recommended:** It is recommended that participants complete IS-279. Please see the Independent Study curriculum in this catalog to order IS-279.

**ACE Recommendation:**

**Credit Hours:** 2 Semester Hours  
**Level:** UD  
**Curricula:** Civil Engineering, Emergency Management, or Resource Economics

**Course Length:** 4½ days  
**CEUs:** 2.9





**E307 Basic Hazards U.S. (HAZUS) Training**

This course is designed to provide State and local emergency management personnel the skills and knowledge necessary for using HAZUS, FEMA's earthquake loss estimation methodology. It is not intended to make participants technically proficient in the use of Geographic Information Systems (GIS). Participants must have basic computer skills and literacy, including knowledge of Windows. Advanced users should be aware that many **basic** GIS concepts will be included in the content and exercises. This training covers all steps of the loss estimation process—from inventory verification and improvement, to running a loss analysis, to using the results for mitigation and response activities. The course is open to both earthquake and nonearthquake personnel.

**Selection Criteria:** The audience for this course includes State and local emergency managers, State and local GIS specialists responsible for risk assessment activities, regional personnel responsible for earthquake mitigation and response activities, other Federal agencies with a need to conduct risk assessment, and State and local planners. Individuals who are not in these positions may apply if the need to attend the training is documented in block 16 of the application.

**Prerequisites:**

**Required:** Participants must be able to do the following:

1. Currently use, or be planning to use, GIS.
2. Use a personal computer and Windows 95.
3. Have GIS experience.
4. Be involved in updating the HAZUS database in their region.

A statement verifying the above qualifications should be included in block 16 of the application form.

**Recommended:** None.

**Course Length:** 3½ days

**CEUs:** 1.8

**E308 Using HAZUS in Mitigation Planning**

This course provides a focus on how HAZUS can help a local community or a county identify, support, and develop strategies, programs, and actions to accomplish effective earthquake hazard mitigation.

**Selection Criteria:** State, Tribal, and local government elected officials, decisionmakers, and mitigation planners.

**Course Length:** 2 days

**CEUs:** 1.2

**Multi-Hazard Building Design Summer Institute (MBDSI)**

- E329 Flood Protective Design**
- E330 Earthquake Protective Design**
- E331 Wind Protective Design**
- E333 Fire Safety Design**
- E334 Advanced Earthquake Protective Design**
- E335 Dam Safety Design**

The Multi-Hazard Building Design Summer Institute (MBDSI) is intended to provide up-to-date technical information on building design for the faculty of engineering or architectural colleges. It is intended that faculty members incorporate this information into their curriculum in order to train the architects and engineers of the future in the proper approaches to mitigating natural hazards. The MBDSI is organized to allow participants to attend two courses over a 2-week period.

**Selection Criteria:** The MBDSI is available to the faculty of engineering or architectural colleges; others will be permitted to attend on a space-available basis. Those not holding architectural or engineering faculty positions will be admitted on a first-come, first-served basis beginning on June 15, 2003. All who attend must possess the appropriate graduate- or post-graduate-level degrees in structural or civil engineering or architecture. Any exceptions to this requirement must be approved by the course manager.

Participants requesting to attend both weeks of the MBDSI are given preference over those desiring to attend only 1 week of the Institute.

**Course Length:** 4½ days

**CEUs:** 2.9 to 3.1 (depending on course).



**E362 Multi-Hazard Emergency Planning for Schools Train-the-Trainer (TTT)**

This course will provide participants with the knowledge, skills, and tools they need to develop effective Emergency Operations Plans (EOPs) for school emergencies.

Upon completing this course, the participants will be able to:

- Recognize that emergency planning for schools is community-based and continuing.
- Identify the people and agencies who should be involved in their planning process.
- Describe the types of hazards that present the highest risk for schools and the potential damage that these hazards cause.
- Identify structural and nonstructural hazards in and around the school facility.
- Mitigate nonstructural hazards and develop a mitigation strategy for structural hazards.
- Develop and implement a strategy for testing the plan.
- Revise the EOP based on lessons learned from exercises and/or actual emergencies.

**Selection Criteria:** This course is for State and local training teams and should include one of the following:

- Representative of State Department of Education
- Representative of school district, such as
  - District administrator or school board member
  - School principal or assistant principal
  - District or school risk manager
  - District or school plan facility engineer/manager
  - District resource officer supervisor or school resource officer
  - School counselor, psychologist, secretary, transportation coordinator
- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service

**Course Length:** 3½ days  
**CEUs:** 2.5

**E386 Residential Coastal Construction**

This course is designed to train participants on FEMA's *Coastal Construction Manual*. This manual is the primary, state-of-the-art reference for planning, designing, and constructing residential structures in the various coastal environments.

**Selection Criteria:** The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with building science knowledge may also apply.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curricula:** Coastal Residential Construction Practices, Emergency Management Hazard Mitigation Techniques, or Civil Engineering

**Course Length:** 4½ days  
**CEUs:** 2.9



**E436 Earthquakes: A Teacher's Package for K–6 Train-the-Trainer (TTT)**

This hands-on workshop introduces kindergarten and elementary school teachers to *Earthquakes: A Teacher's Package for K–6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multidisciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and a unit on **earthquake risk reduction for schools**.

**Selection Criteria:** Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers. The purpose of the workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

**ACE Recommendation:**

**Credit Hours:** 1 hour  
**Level:** UD or G  
**Curricula:** Education or Science

**Course Length:** 4½ days  
**CEUs:** 3.1

**E439 Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12**

This 3½-day course introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

**Selection Criteria:** Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the course is to introduce the package to master educators who then will provide workshops for teachers in their school districts.

**Prerequisites:**

**Required:** None.

**Recommended:** None.

**Course Length:** 3½ days  
**CEUs:** 3.1

**E464 Disaster-Resistant Jobs**

Participants will learn background and techniques to promote mitigation within the business community. They are expected to return to their communities and work to promote mitigation in the economic sector.

**Selection Criteria:** Participants should be local emergency managers, economic developers, Chamber of Commerce staff, and others who can promote mitigation in the local business community.

**Prerequisites:**

**Required:** The participant must take IS-393, *Introduction to Mitigation*.

**Recommended:** None.

**Course Length:** 3½ days  
**CEUs:** 1.8





## Readiness and Technology

Most of the Readiness and Technology courses are conducted at the local and State level (see the Readiness and Technology Non-Resident Course section).

The current Readiness and Technology menu of Resident courses focuses on radiological hazards. Resident courses include those specific to the Radiological Emergency Preparedness (REP) program and those generic to any radiological hazard. The preparedness resident courses include emergency planning for radiological incidents, as well as skill and exercise-based courses for gathering and analyzing radiological data.

Emergency management training for schools can be found under the Mitigation curriculum.



**S301 Radiological Emergency Response Operations (RERO)**

This is a performance-based operations course where the participants learn to respond to, and manage, radiological incidents. The participants, organized as response teams, operate and make decisions in a realistic exercise environment. This includes on-scene incident assessment, radiological monitoring, radiation exposure and contamination control, accident victim rescue and care techniques, and reporting procedures. Because of the realism of the exercises, this course is physically challenging.

**Selection Criteria:** Participants must be members of an organized Federal, State, local, or Tribal radiological/hazardous materials response team that provides assistance to first-level responders. Personnel are assigned as hygienists, sanitarians, radiological officers, and other emergency services personnel. **This course is limited to U.S. citizens.**

**Prerequisites:**

**Required:** Successful completion of *Fundamentals Course for Radiological Response*, G320, or equivalent education and experience.

- *Radiological Emergency Response*, Independent Study course (IS-301) must be completed by all applicants.

**Recommended:** None.

**ACE Recommendation:**

**Credit Hours:** 3 hours  
**Level:** UD  
**Curriculum:** Radiological Sciences

**Course Length:** 4½ days  
**CEUs:** 3.1

**S302 Advanced Radiation Incident Operations (ARIO)**

This course is an advanced-level course for those individuals who need to refresh or improve skills as a radiological responder or manager. This course focuses on response plans and procedures for complex incident(s). The performance-based training concentrates on organization and jurisdictional issues and planning considerations where all levels of government may be involved in responding to an incident such as a terrorism event. This course is physically challenging.

**Selection Criteria:** Those individuals who are assigned to or are responsible for responding to and possibly managing a radiation incident. These individuals may be members of Federal, State, Tribal, local, and private sector response teams.

**Prerequisites:**

**Required:** Successful completion of S301, *Radiological Emergency Response Operations (RERO)* course, attended either at the Nevada site or at FEMA's Mount Weather facility.

**Recommended:** None.

**Course Length:** 4½ days  
**CEUs:** 3.1

**E304 Radiological Emergency Preparedness (REP) Exercise Evaluation**

This course is for Federal evaluators of nuclear power plant off-site exercises. Course topics include regulations and guidelines for evaluating exercises and the techniques for exercise evaluation.

**Selection Criteria:** Primarily Federal evaluators of nuclear power plant off-site REP exercises. State, local, Tribal, and utility personnel who are involved in the development of off-site REP plans and exercises also may apply.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** G or UD  
**Curricula:** Radiological Sciences, Public Administration

**Course Length:** 4½ days  
**CEUs:** 3.1



**L324 Introduction to Hurricane Preparedness at the National Hurricane Center**

Hurricane Forecast Specialists cover the meteorology and forecasting of hurricanes, the hazards associated with them, and the operation of the National Hurricane Center. FEMA's Regional Hurricane Program Manager covers the Hurricane Liaison Team and Evacuation Liaison Team concepts as well as the regional concept of operations. The week has activities in forecasting hurricanes, using Sea, Lake, Overland Surge from Hurricanes (SLOSH) and using Hurrevac. There is a course offered for the Gulf Coastal States, Southeast Coastal States, and the Mid-Atlantic and Northeast Coastal States.

**Selection Criteria:** FEMA's Regional Hurricane Program Specialist and the State Hurricane Program Manager select participants from the course. Participants are chosen based on their involvement with hurricane-related functions in their job.

**Prerequisites:**

**Required:** Completion of IS-324, *Community Hurricane Preparedness*.

**Recommended:** None.

**Course Length:** 4 days

**CEUs:** 2.4

**E340 Radiological Emergency Preparedness (REP) Planning**

This course focuses on nuclear power plant off-site emergency preparedness. It addresses Federal regulatory policies, development and testing of plans, and public perceptions. This course provides a sound understanding of basic planning assumptions and policy issues.

**Selection Criteria:** Local, State, Federal, and Tribal government and utility personnel involved in off-site nuclear power plant emergency planning (under the provisions of NUREG 0654/FEMA REP-1, *Criteria for Preparation and Evaluation of Radiological Emergency Response Plans and Preparedness in Support of Nuclear Power Plants*). This course is recommended for new Federal/State/local/Tribal REP planners and Federal/State/local/Tribal emergency response managers. Utility company off-site planners also may apply.

**Prerequisites:**

**Required:** None.

**Recommended:** Completion of G235, *Emergency Planning*.

**ACE Recommendation:**

**Credit Hours:** 2 hours

**Level:** UD

**Curricula:** Radiological Sciences, Public Administration

**Course Length:** 4½ days

**CEUs:** 3.1



**E341 Radiological Accident Assessment Concepts (RAAC)**

This course addresses radiological consequences of accidents involving radiological materials. This includes accidents or incidents involving commercial power reactors, lost sources, dispersion devices, and transportation. The focus of the course is concepts involved in formulating protective action recommendations following a radiological accident, such as dose quantities, atmospheric dispersion, dose projection, protective action guides, and derived intervention levels. Participants engage in problem-solving sessions and a tabletop exercise. **There are two required evening sessions and a final examination in this course.**

**Selection Criteria:** Enrollment is limited to local, State, and Federal technical radiological accident assessment staff. Private sector (i.e., utility company) technical staff also may apply. **This course is not intended for emergency management staff.** This course requires familiarity with mathematical equations and exponential manipulations. Participants must bring a scientific calculator which they know how to use to perform the required calculations. Participants also should know how to use Microsoft Excel and the Nuclear Regulatory Commission computer code, RASCAL. Individuals who have completed both the *Radiological Accident Assessment—Plume Phase* (E350) and *Radiological Accident Assessment—Post-Plume Phase* (E349) courses should **not** apply for this course.

**Prerequisites:**

**Required:** Completion of the Precourse Workbook is required prior to attending the course. Course manager must review all applications prior to acceptance by admissions office.

**Recommended:** Completion of IS-301, *Radiological Emergency Response*.

**Course Length:** 4½ days  
**CEUs:** 3.1

**E408 Terrorism Planning Course**

This course teaches participants to evaluate, revise, or develop terrorism appendices for their jurisdiction's Emergency Operating Plan (EOP). The course revisits such key issues as vulnerability and command and control in a terrorism response environment. In keeping with recommendations of the Gilmore Commission, this course builds the existing emergency response system as articulated by the EOP. **Participants must bring a current copy of their EOP and a map of their jurisdiction, as these are integral to the training.**

This course supplements EMI's Emergency Planning Workshop.

**Selection Criteria:** Ideally, Local Emergency Planning Teams that include one person from: emergency management; law enforcement; fire service; public health/medical service. *Individuals responsible for emergency planning also may apply.*

**NOTE:** *While this course targets local governments, State personnel involved with assisting local planners are encouraged to apply.*

**Prerequisites:**

**Required:** Participants should have a working knowledge of emergency planning (as articulated in *FEMA's Guide for All-Hazard Emergency Operations Planning*), the Incident Command System, and or EOC operations.

**Recommended:** None.

**Course Length:** 4 days  
**CEUs:** 3.2





**E417 Community Emergency Response Team (CERT) Train-the-Trainer (TTT)**

Introduces participants to the CERT concept of preparing civilians to proactively organize and train for a disaster. The course covers administrative considerations for implementing the program. It prepares trainers to teach the CERT material by demonstrating instructional methods.

Participants return to their community to help organize CERT teams in the community's neighborhoods and businesses. They offer teams preparedness and response training. They help maintain teams by providing support and using teams as part of the community's emergency response capability. More information about CERT is available on the Web at [www.training.fema.gov/emiweb/cert](http://www.training.fema.gov/emiweb/cert).

**Selection Criteria:** Participants represent the sponsoring agency that is implementing the CERT program in their community. Typically, participants are members of emergency management, fire, police, and emergency medical agencies. A team, up to four people, can apply representing the sponsoring agency. If a person has attended a State or local CERT TTT, he or she should not apply for E417.

**Prerequisites:**

**Required:** None.

**Recommended:** Participants should have a working knowledge of the CERT material and an ability to instruct adults.

**Course Length:** 3 days

**CEUs:** 1.8

**E449 Incident Command System (ICS) Curricula Train-the-Trainer (TTT)**

This course will train participants to teach the ICS field courses that EMI offers. Those courses are: *Intermediate ICS* (G195), *Advanced ICS* (G196), *ICS: Law Enforcement* (G190), *ICS: Public Works* (G192), *ICS for Public Officials Conference* (G194), and the *ICS/EOC Interface Workshop* (G191). This combined TTT will concentrate on "how to teach" the courses rather than on course content. Emphasis will be placed on intermediate and advanced-level courses. Participants can expect evening sessions in this course.

**Selection Criteria:** People who have a working knowledge of ICS through experience and/or training, who have trained adults, and who agree to deliver the field version(s) of EMI's ICS curricula.

**Prerequisites:**

**Required:** Completion of the *Basic Incident Command System (ICS)* Independent Study course and at least one of the following EMI ICS courses: *ICS: Law Enforcement* (G190), *ICS: Public Works* (G192), *ICS/EOC Interface* (G191), or *Intermediate ICS* (G195).

**Recommended:** None.

**Course Length:** 4½ days

**CEUs:** 3.1



**S425 Radiological Series Train-the-Trainer (TTT) (Mount Weather)**

This course is designed to qualify instructors to teach the following: *Fundamentals Course for Radiological Response* (G320), *Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)* (G346), Department of Energy MERRTT Training. The course includes background information on the radiological protection system, the management plan for the Radiological Training Series (the TD-100 publication), and all courses of the Radiological Training Series. Participants should be aware that micro-teaching is an objective of this course. The course does not concentrate on content, but rather on instructional methodology.

**Selection Criteria:** Instructors identified by the State as part of a cadre of radiological instructors who teach the FCRR, HMA, and DOE MERRTT materials.

**Prerequisites:**

**Required:** None.

**Recommended:** Completion of the *Fundamentals Course for Radiological Response* (G320). Completion of *Basic Instructional Skills* (G265) or an adult education methods course or equivalent is recommended.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curricula:** Radiological Science Education, Education Technology

**Course Length:** 4½ days  
**CEUs:** 3.1

**E580 Emergency Management Framework for Tribal Governments**

This 4½-day course will prepare Tribal leaders with a basic understanding of emergency management principles and their role in leading and directing their Tribes in implementing comprehensive emergency management systems.

Specific topics include:

- Federal, State, Tribal, and local partnership in emergency management.
- Getting a program started.
- Concept of emergency management and the four phases.
- Definition and analysis of hazards.
- Resources for emergency management available at the Tribal, State, and Federal level, as well as from the private sector.
- Developing an emergency operations plan.
- Comprehensive emergency management, its elements, and the appropriate role taken by the emergency manager.
- Meeting the challenges for upgrading and sustaining emergency management capabilities.

**Selection Criteria:** Tribal government officials who can lead and direct their jurisdictions in implementing comprehensive emergency management systems.

**Course Length:** 4½ days  
**CEUs:** 3.1



## Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

Course initiatives for instilling management and state-of-the-art skills for the training cadre and for developing additional expanded professional capabilities are now available. This cadre is at the core of training and a professional, competent emergency management workforce. The Master Trainer Program is designed to develop this cadre of training professionals capable of performing all training functions from analyzing training needs to the design, development, delivery, and evaluation of training activities with the goal of achieving excellence through training.



## MASTER TRAINER PROGRAM

In the Master Trainer Program (MTP), each participant will be designing and developing training specific to the needs of his or her organization. After the *Performance and Needs Assessment* course, participants should conduct a needs assessment to identify a valid training need. Based on an identified need, a task analysis must be completed and used in the *Instructional Design* course to develop a Plan of Instruction that will be used in the *Course Development* course to develop training materials like Instructor Guides and Student Manuals. These materials will be used in the *Instructional Delivery* course to present a unit or a segment thereof. In *Evaluation of Training*, participants will design an evaluation instrument for some of the units in their course materials.

During the *Alternate Delivery Methods* course, participants will learn about designing and developing training for delivery using televised instruction, computer-based mediums, the Internet, and print-based independent study.

Individuals interested in applying for the Master Trainer Program must attend the *Management and Supervision of Training* course first. This course is a prerequisite for all the other courses in the Master Trainer Program. In order to apply for the Practicum, an individual must have completed *Management and Supervision of Training*, *Performance and Needs Assessment*, and *Instructional Design*, and be accepted into the Master Trainer Program.

The practicum is the culminating activity of the Master Trainer Program. A Master Trainer candidate will be required to submit a proposal. Upon approval, a staff advisor will be assigned to the candidate as a mentor and provide necessary support. The practicum requirement should be completed within 1 year of successful completion of all other Master Trainer requirements. Those who complete the entire program will be presented an EMI certificate stating they have completed the Master Trainer Program.

Completion of the National Fire Academy's *Fire Service Course Design* course may be substituted for EMI's *Instructional Design* course. No other course substitutions will be permitted.

The MTP consists of seven resident courses and a practicum that have been designed to develop or improve skills of emergency management trainers. Upon completion of the MTP, emergency management professionals will possess the skills and abilities to analyze performance shortfalls and design, develop, deliver, and evaluate performance-based training for adult learners.

The MTP curriculum consists of the following courses:

- E601** *Management and Supervision of Training* (description on page 39)
- E602** *Performance and Needs Assessment* (description on page 39)
- E603** *Instructional Design* (description on page 40)
- E604** *Course Development* (description on page 40)
- E605** *Instructional Delivery* (description on page 41)
- K606** *Evaluation of Training* (description on page 41)
- E607** *Master Trainer Practicum* (description on page 42)
- E608** *Alternate Delivery Methods* (description on page 42)

### To Apply

Applications for admission to the Master Trainer Program will only be accepted after completion of E601. Applications will be reviewed on an individual basis as they are received and require the following items:

- A letter from the applicant requesting admission to the program. The letter should specify applicant's qualifications, commitment to complete the entire program, and expectation of the program.
- A General Admission Application Form (FEMA Form 75-5). Item #9a should state "*EMI Master Trainer Program*." Indicate in item #10 completion of the *Management and Supervision of Training* course.
- The questionnaire, which is provided to all persons who complete the *Management and Supervision of Training* course, completed with information about a training need the applicant has identified in his/her area of responsibility.
- A letter of recommendation from the applicant's immediate supervisor indicating the organization's commitment to allow the applicant to complete the entire program.
- A college transcript or a copy of the diploma to support the completion of at least an associate's degree.

All materials should be packaged and sent directly to:

Master Trainer Program  
Emergency Management Institute  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

The Emergency Management Institute will send a copy of the application to the appropriate State Training Officer for Emergency Management to obtain his/her approval. Without this approval, the applicant cannot be accepted into the program.

Individuals who are not accepted for the Master Trainer Program may apply for the individual courses within the program. Enrollment will be on a space-available basis, first come, first served.

#### **ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Human Resource Management or Adult Education

**Course Length:** 4 days

**CEUs:** 3.0



### **E601 Management and Supervision of Training**

This course is designed to enable participants to develop, plan, manage, and evaluate a training program effectively. Key topics include using an EMI-developed training management analysis tool to develop a training program, designing and developing courses, and selecting training sites, arranging logistics, promoting teamwork during training, minimizing liability, evaluating a training program, and developing an awareness of the alternatives available to standard classroom delivery.

This course is the initial activity in the Master Trainer Program. As such, it provides a surface look at the functions of needs assessment, course design, course development, course delivery, and course evaluation. It is appropriate for those training managers whose training responsibility is a collateral responsibility or who are new to the position.

**Selection Criteria:** This course is designed for those who have overall **responsibility** for developing, planning, managing, and evaluating training programs. FEMA regional training managers, State emergency management training officers, and other State-level organizational training managers are appropriate candidates for this course. Managers of local training organizations will be accepted provided they demonstrate that the system they manage is of a complexity commensurate with that of the State emergency management organization which includes all functions identified above.

#### **Prerequisites:**

**Required:** Applicants must have the responsibility for developing, planning, managing, and evaluating a training program.

**Recommended:** None.

**Pre-Course Work:** Participants will be required to do some pre-course reading.

### **E602 Performance and Needs Assessment**

This course will provide the participant with the knowledge, skills, and tools to conduct performance and needs assessments and the opportunity to practice these acquired abilities. An assessment plan will be based on a problem which individuals will analyze to determine whether an assessment needs to be done and what is the appropriate intervention.

**Selection Criteria:** The primary focus is State Training Officers, FEMA staff, State Exercise Training Officers, and other key emergency management trainers.

#### **Prerequisites:**

**Required:** Participants must complete E601 first. Participants should also possess an associate's degree from a regionally accredited college or university.

**Recommended:** Participants also should do research on a real problem from a department, agency, or organization.

#### **ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Education, Public Administration, or Emergency Management

**Course Length:** 4½ days

**CEUs:** 3.1



**E603 Instructional Design**

This course will provide the participant with the knowledge, skills, and tools to conduct instructional design in order to develop effective training. Participants will be able to work on a training need of their own choosing for most of the work assignments based on the needs assessment completed after the E602 course.

During the course, participants will use their task list to organize their training and work on a Plan of Instruction. Participants will orally present their Plan of Instruction and supporting analysis to other class members to sell their ideas and their plan. Activities include analyzing tasks and content, analyzing the audience, writing objectives, planning participant and course evaluation, and selecting instructional strategies and methods.

**Selection Criteria:** The primary focus is State Training Officers, FEMA staff, State Exercise Training Officers, and other key trainers with emergency management responsibilities.

**Prerequisites:**

**Required:** Participants must complete E601 and E602 first.

**Recommended:** Participants also should possess an associate's degree from a regionally accredited college or university.

**Pre-Course Work:** Since participants will be designing training for their organization, based on a needs assessment, they will be required to submit a list of tasks that students attending their training should be able to perform at the end of the training. Reading assignments also are part of pre-course work.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Education, Public Administration, or Emergency Management

**Course Length:** 4½ days  
**CEUs:** 3.1

**E604 Course Development**

This course will provide participants with the knowledge, skills, and tools necessary to develop course materials for a content-specific course of instruction, which can be delivered effectively by other instructors.

Participants will complete parts of a Student Manual and Instructor Guide, plus some visuals, a job aid, an activity guide, and pre-course letter.

**Selection Criteria:** The primary focus is State Training Officers, FEMA staff, State Exercise Training Officers, and other trainers with emergency management responsibilities.

**Prerequisites:**

**Required:** Participants must complete E601, E602, and E603 first.

**Recommended:** Participants should also possess an associate's degree from a regionally accredited college or university.

**Pre-Course Work:** Participants will be required to complete and submit the Plan of Instruction they started during the *Instructional Design* course, do some preparatory reading, and complete a short self-study module on designing self-study materials.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Education, Public Administration, or Emergency Management

**Course Length:** 4½ days  
**CEUs:** 3.1



**E605 Instructional Delivery**

This course will provide the participant with the knowledge, skills, and tools to become a more effective instructor. The course includes pre-course and in-class reading assignments, workgroup exercises, a quiz, and individual presentations. Since the emphasis of this course is on **delivery**, participants will be required to deliver three presentations using a variety of training techniques, with an opportunity to make an optional fourth presentation.

**Selection Criteria:** The primary focus is State Training Officers, FEMA staff, State Exercise Training Officers, and other trainers with emergency management responsibilities.

**Prerequisites:**

**Required:** Participants must complete E601, E602, E603, and E604 first.

**Recommended:** Participants also should possess an associate's degree from a regionally accredited college or university.

**Pre-Course Work:** Participants will be responsible for completing some pre-course and out-of-class reading assignments. Participants **must be prepared to deliver a presentation using the content of the unit or lesson of instruction that was developed in the Course Development course** or that they are developing for their Master Trainer Practicum.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Education, Adult Learning (Training), Public Administration, Emergency Management, or Human Resource Development

**Course Length:** 4 days

**CEUs:** 3.1

**K606 Evaluation of Training**

This Web-based course will provide the participant with the knowledge, skills, and tools to evaluate training effectively. Using instructional materials designed and developed in previous Master Trainer courses, participants will develop a couple of evaluation instruments for the training they are developing.

This is only available as self-paced training using the World Wide Web (WWW). When participants complete E604 *Course Development*, they are put on a waiting list for K606. A blind drawing is conducted for participants who complete E604 at the same time to determine the order on the waiting list.

Only 10 participants can be enrolled in K606 at one time and participants have up to 14 weeks to complete, though most will complete in 4-8 weeks. Participants will submit four written assignments for instructor evaluation and will be able to communicate electronically with the instructor and other participants.

When a participant completes K606, the next participant on the waiting list will be notified to begin. A standard certificate will be issued upon successful completion of the course.

**Selection Criteria:** The primary focus is State Training Officers, FEMA staff, State Exercise Training Officers, and other trainers with emergency management responsibilities.

**Prerequisites:**

**Required:** Participants must complete E601, E602, E603, and E604 first.

**Recommended:** Participants should also possess an associate's degree from a regionally accredited college or university.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Education, Adult Education and Training, or Human Resources Management

**Course Length:** 4 to 14 weeks on the Web

**CEUs:** 3.1



**E607 Master Trainer Practicum**

The Master Trainer Practicum is the culminating activity of the Master Trainer Program. It is not a course, but it involves an individual project in which the participant is responsible for conducting a training needs analysis aimed at enhancing some area of emergency management. Under the supervision of a mentor, the participant will then design, develop, deliver, and evaluate a training activity to meet those needs.

**Selection Criteria:** The Master Trainer Practicum is available only to those individuals who have been accepted and enrolled in the Master Trainer Program and completed E603, *Instructional Design*.

**Prerequisites:**

**Required:** Participants must complete E601, E602, and E603 before submitting a practicum proposal for approval. Upon approval of the proposal, the participant will be notified and assigned a mentor. Together the mentor and participant will prepare a review plan for completion of the practicum.

**Recommended:** None.

**Course Length:** (Not a course)  
**CEUs:** 0

**E608 Alternate Delivery Methods**

The *Alternate Delivery Methods* course is designed to train professionals in how to evaluate several nonclassroom training alternatives and choose the most effective method(s) for delivering training. This course will provide a review of the most current delivery methods.

At the conclusion of *Alternate Delivery Methods*, the participants will be able to:

1. Choose the most efficient and effective delivery method or combination of methods based upon content, audience, and course objectives.
2. Identify the various personnel, equipment, and system resources necessary to provide training using a variety of methodologies.
3. Develop a business case and marketing plan for supporting the use of alternate delivery methods.

**Selection Criteria:** Participants in this course should be training managers who are actively involved in the course design, development, delivery, and evaluation process. Strong preference will be given to those applicants who have completed E601 and E602.

**Prerequisites:**

**Required:** Participants must complete E601 first. Knowledge, skills, and abilities in the areas of conducting needs assessments, course design, development, delivery, and evaluation are needed. The applicant must be familiar with the basic Microsoft Office 97 and Microsoft Office 2000 software packages, especially PowerPoint. The applicant will be required to complete some pre-course work.

**Recommended:** Skill in using the Microsoft Internet Explorer or the Netscape Internet browser package also will be helpful.

**Course Length:** 4 days

**CEUs:** 3.0

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD  
**Curriculum:** Educational Methodology  
Instructional Technology

**E237 Annual Training and Exercises Conference**

This conference is by "invitation only," and is conducted annually. The intended audience for this conference is State Training Officers, State Exercise Training Officers, and FEMA Regional Training Managers. The purpose of the conference is to address training issues and share information concerning FEMA and State training initiatives.

**Selection Criteria:** Open to State Training Officers (STO), State Exercise Training Officers (ETO), and FEMA Regional Training Managers (RTM).

**Course Length:** 4½ days

**CEUs:** 0





**E388    Advanced Public Information Officers**

This advanced course builds on the foundations established in *Basic Public Information Officers* (G290) by focusing on PIO responsibilities in large-scale emergency situations. This is accomplished through a series of lectures and simulation exercises. Topics include legal issues, risk communication, interpersonal skills, effective communication in emergencies, media relations, and use of the joint information system.

**Selection Criteria:** Full- and part-time public information personnel who have completed the *Basic Public Information Officers* (G290). This requirement can be waived for those individuals who have extensive experience in public information activities. Waiver requests must be submitted and approved in writing before an application will be accepted.

**Prerequisites:**

**Required:** *Basic Public Information Officers* (G290) (or pre-approved EMI waiver).

**Recommended:** None.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** LD  
**Curriculum:** Communication, Emergency Management, Technical Writing, Public Relations, Speech, English

**Course Length:** 4½ days

**CEUs:** 3.1



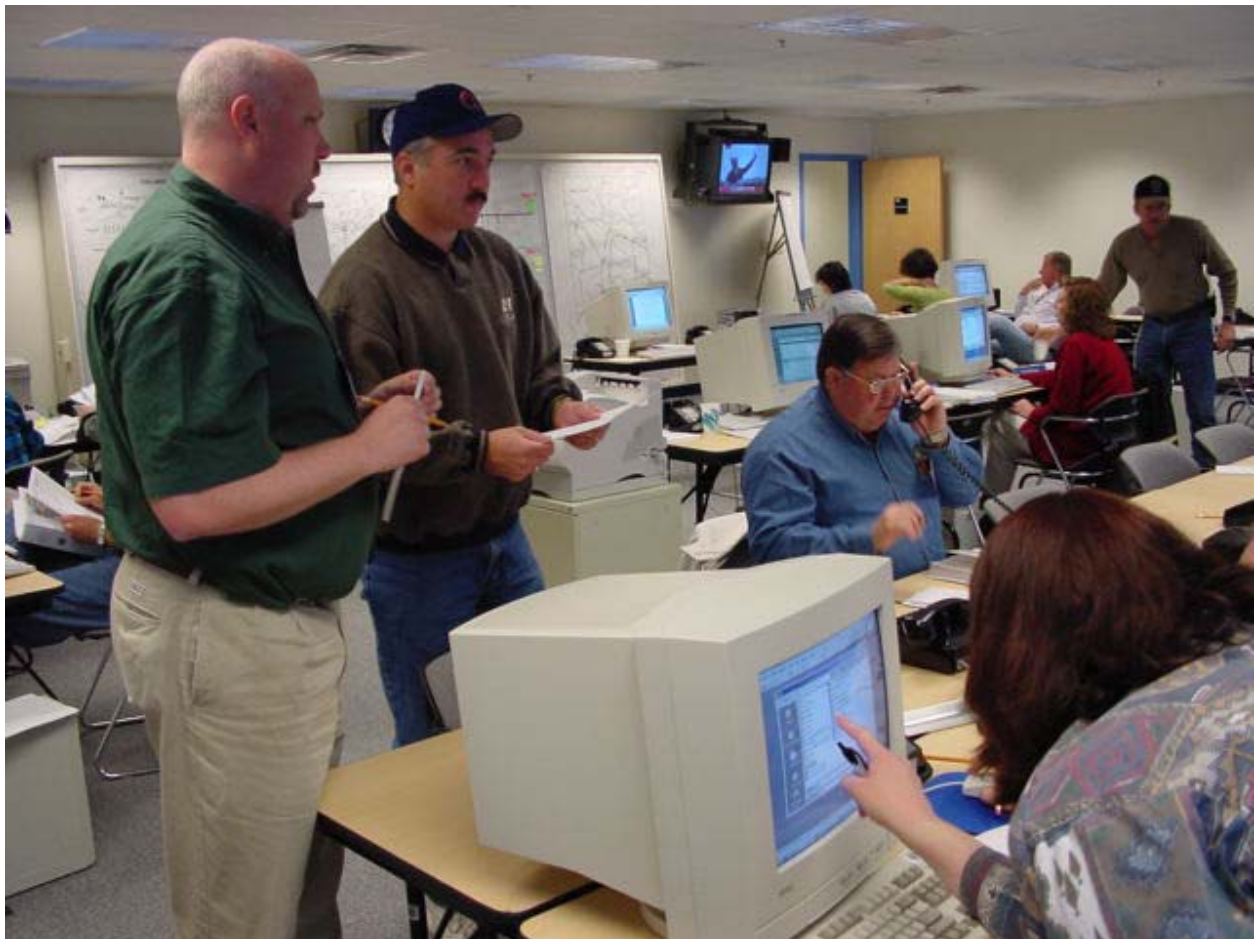


## Disaster Operations and Recovery

EMI's Disaster Operations and Recovery curriculum provides training and education for Federal, State, Tribal, and local personnel involved in response and recovery activities.

The curriculum emphasizes the functions involved in response and recovery that can be applied to all hazards.

Disasters of all sizes illustrate the need to train and educate people about the importance of successful response and recovery activities. The Disaster Operations and Recovery curriculum provides such training and education for workers at the Federal, State, Tribal, and local levels of government and allied organizations.



**E202 Debris Management**

Revised in fiscal year 2001, this course provides an overview of issues and recommended actions necessary to plan for, respond to, and recover from a major debris-generating event with emphasis on State, Tribal, and local responsibilities. Developed from a pre-disaster planning perspective, the course includes topics such as debris staff organizations, compliance with laws and regulations, contracting procedures, debris management site selection, volume reduction methods, recycling, special debris situations, and supplementary assistance.

**Selection Criteria:** Tribal, local, and State emergency management personnel, including public works and waste management staffs, who are responsible for planning and/or implementing debris removal and disposal actions.

**Course Length:** 4 days

**CEUs:** 2.4

**E208 State Coordinating Officer**

To provide the knowledge and skills to work effectively in a management team with State and Federal partners in a Disaster Field Office (DFO) or Emergency Operations Center (EOC). The focus of this course is on SCO position; however, the course will discuss relationship aspects of this position to other partners in EOC, DFO, etc.

**Selection Criteria:** State staff who have disaster management responsibilities such as; Individual Assistance Officers, Public Assistance Officers, State Hazard Mitigation Officers, State Public Information Officers, State Coordinating Officers, and others who have a disaster management assignment.

**Prerequisite:**

**Required:** IS-208, *State Disaster Management*, completed through the Independent Study Program.

**Recommended:** None.

**Course Length:** 4½ days

**CEUs:** 2.9

**E210 Recovery from Disaster**

The resident version of this course is designed for local disaster recovery teams consisting of emergency managers, city/county administrators, public works directors, building inspectors, and community planners. The course focuses on the roles and responsibilities of each team member, and provides guidance on developing a local disaster recovery plan. Best practices in disaster recovery are summarized in a CD-ROM toolkit included in course materials. Participants are given the opportunity to develop an outline of their own recovery plan during the course.

**Selection Criteria:** Local government emergency managers, building officials, community planners, city or county administrators, and public works directors. State disaster recovery personnel who work directly with local governments in disasters are eligible to attend the course. FEMA staff who serve as community liaisons in disasters also are eligible.

**Course Length:** 4½ days

**CEUs:** 2.5

**E282 State Community Relations**

This course provides knowledge and skills to individuals who are responsible for establishing, maintaining, and managing a State and local community relations capability in partnership with FEMA.

**Selection Criteria:** State personnel who are responsible for the development and management of a State and local community relations capability. These individuals may be managers from emergency management or an agency such as human resources or social services.

States are encouraged to bring a copy of existing documents such as a community relations annex to emergency operations plan, operating procedures, etc.

**Course Length:** 4½ days

**CEUs:** 3.1



**E288 State Donations Management Course**

This course is intended to provide State personnel, assigned as State Donations Coordinators, with the capability to develop and coordinate a State program to manage unsolicited donated goods and unaffiliated volunteer services effectively during a large-scale disaster.

**Selection Criteria:** Priority will be given to States who send a team of two participants; the State Donations Coordinator and a leading member of a voluntary agency (such as the Voluntary Organizations Active in Disaster (VOAD) chair). Each FEMA region also is invited to send a Human Services staff member.

**Prerequisites:**

**Required:** IS-288, *Role of Voluntary Agencies in Emergency Management*.

**Recommended:** None.

**Course Length:** 4 days

**CEUs:** 2.4

**E354 Basic Crisis Counseling Grant Program Course**

This course is intended to prepare the State departments of mental health to respond to a Presidentially declared disaster. The main focus of the course is completion of the grant application for funding. The course provides training on disaster mental health concepts and organizational aspects of disasters and promotes pre-disaster planning that will expedite the grant application process. Enrollment is limited to one person per State.

**NOTE:** *This course does not provide instruction on crisis counseling or stress management techniques.*

**Selection Criteria:** This is an Invitation-Only course. You must be an employee of a State department of mental health responsible for overseeing a Crisis Counseling program grant in response to a Presidentially declared disaster with little or no experience or a FEMA Regional DAE or PFT who works with the Crisis Counseling program in order to attend this course. Participants cannot attend both E354 and E355 in the same fiscal year.

**Course Length:** 4 days

**CEUs:** 2.2

**E355 Advanced Crisis Counseling Grant Program Course**

This course provides an opportunity to share best practices and to develop State mental health plans.

**NOTE:** *This course does not provide instruction on crisis counseling or stress management techniques.*

**Selection Criteria:** This is an Invitation-Only course. You must be an employee of a State department of mental health responsible for overseeing a Crisis Counseling program grant in response to a Presidentially declared disaster with little or no experience or a FEMA Regional DAE or PFT who works with the Crisis Counseling program in order to attend this course. Participants cannot attend both E354 and E355 in the same fiscal year.

**Prerequisites:**

**Required:** None.

**Recommended:** E354, *Basic Crisis Counseling Grant Program*.

**Course Length:** 4 days

**CEUs:** 2.2

**E376 State Public Assistance Operations**

To provide State, local, and Tribal staffs with emergency management insight into program changes in FEMA's Public Assistance Program. Course topics include introduction to program laws, regulations and policies, PA process, grants management, eligibility, hazard mitigation in the PA program, compliance with other Federal laws and regulations, project formulation, PDA operations, State management of small disasters, and National Emergency Management Information System (NEMIS).

**Selection Criteria:** State, Tribal, and local government personnel responsible for administering Public Assistance grants.

**Course Length:** 4 days

**CEUs:** 2.4



**E488 Donations Management Workshop Train-the-Trainer (TTT)**

This course trains qualified instructors to deliver the field G288, *Donations Management Workshop* in their State. It covers instructional techniques, delivery strategies, and current donations management issues.

**Selection Criteria:** Participants should be State Donations Management Coordinators and/or representatives of the voluntary agencies on the donation team who have been selected by the State to be a part of their instructor cadre.

**Prerequisites:**

**Required:** Participants must have completed the IS-288, *Role of Voluntary Agencies in Emergency Management*, *State Donations Management Course* and/or G288, *Donations Management Workshop*, if it is available.

**Recommended:** None.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** LD  
**Curriculum:** Adult Education, Vocational Education, Speech or Communications

**Course Length:** 4 days

**CEUs:** 2.4



## Integrated Emergency Management

This curriculum addresses emergency response activities for the total community—from the chief elected official to professional staff, both paid and volunteer, within the emergency response organizations. One set of courses in the curriculum is the Integrated Emergency Management Courses (IEMC). The IEMC stresses the integration of functions, resources, organizations, and individuals in all phases of emergency management. This course is offered in numerous versions to meet current needs and may be offered either for officials from several communities (generic course) or for a specific community. Current IEMCs include: *IEMC/All Hazards: Preparedness and Response*; the *IEMC/All Hazards: Recovery and Mitigation*; *IEMC/Hurricane: Preparedness and Response*; *IEMC/Hurricane: Recovery and Mitigation*; *IEMC/Earthquake: Preparedness and Response*; *IEMC/Earthquake: Recovery and Mitigation*; *IEMC/Consequences of Terrorism*; *IEMC/Hazardous Materials: Preparedness and Response*; and *IEMC/State*.

IEMCs immerse participants in the practical application of functions associated with disaster response management. Each course includes orientation presentations to specific response functions as well as a simulated emergency situation that participants must cope with in a high-stress disaster environment.

The IEMCs described in this section can be conducted for a specific community; however, the number of courses conducted annually in this fashion is limited. A request for a community-specific IEMC should be made at least 18 months before the date desired (see procedures in this section). Since a community-specific IEMC represents a substantial commitment of EMI resources to a single jurisdiction, a serious commitment also is required on the part of the participating community. Requests for IEMC community-specific offerings must be made by the chief elected or appointed community official, endorsed by the respective State emergency management agency, and approved by the appropriate FEMA regional office.

While every effort is made to accommodate individual applications for the IEMC courses, State offices of emergency management are the focal point for recruiting the participant positions for the generic courses, under the guidance of the FEMA regional offices. **Each offering requires one chief elected official, one police chief, one fire chief, etc., to fill real-life positions used in the IEMC.**



The **IEMC NATIONAL OPEN ENROLLMENT SYSTEM** will provide two open enrollment periods for Resident IEMC programs at EMI and Mount Weather. All positions will be open to all potential participants from all areas (regions) of the country.

**First National Open Enrollment Period: June 1–July 31. Applications will be submitted for all positions for Resident IEMC’s scheduled for the first and second quarters of the following fiscal year.**

**Second National Open Enrollment Period: November 1–December 31. Applications will be submitted for all positions for Resident IEMC’s scheduled for the third and fourth quarters of the following fiscal year.**

After each National Open Enrollment Period, applications will be reviewed and selected participants will be accepted into the class they applied for and be notified. Participants who do not meet the qualifications or are not selected will also be notified.

After each National Open Enrollment Period is closed, any remaining vacancies will be posted on the IEMC Web site for a period of 60 days. These vacancies will be filled on a first-come, first-served basis. After 60 days, the courses will be closed. All remaining vacancies will be filled by IEMC staff members.

Eligibility requirements to attend Resident course offerings will remain the same. All applications must be submitted through the appropriate State Emergency Management Agency and FEMA region to the NETC and must contain the respective signatures for endorsement.

### **INTEGRATED EMERGENCY MANAGEMENT COURSE (IEMC) SELECTION CRITERIA**

Except for IEMCs reserved for “community-specific” courses, **all** participants are recruited for the following positions via the National Open Enrollment System.

Elected and appointed city, county, and Tribal officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. The Red Cross and Salvation Army (VOADs) and school and university systems also should be represented, along with business and industry including Chamber of Commerce, building associations, hotel and restaurant organizations, and engineers.

### **IEMC COMMUNITY-SPECIFIC APPLICATION PROCEDURES**

Each year various communities throughout the United States express an interest in FEMA/EMI conducting an IEMC for their community emergency management officials and responders. Community-specific IEMCs require a major commitment from both the community and EMI, as well as from the FEMA regional office and State office of emergency management involved.

Because the demand for community-specific IEMCs exceeds the resources to deliver, application criteria and a formal selection process have been established. Both the selection process and information that will be reviewed to determine acceptance of a request are outlined below.

#### **Steps in the Application/Selection Process**

- The chief elected official of the jurisdiction submits a letter of request, addressing the specified criteria (see next section), to his/her respective State office of emergency management.
- If the State office of emergency management supports the request, it should attach a letter of endorsement outlining how acceptance of this request will meet State emergency management objectives. NOTE: At this stage in the request, the State office may elect not to forward the request but, instead, work with the community (especially if the community is under 100,000 in population) to conduct the G110, *Emergency Management Operations Course (EMOC)* for the community.



- If approved by the State office, the request should be forwarded to the appropriate FEMA regional office for review. The FEMA regional office, if it supports the application, should include an endorsement for each community it recommends. If more than one jurisdiction is submitted, the region should prioritize its recommendations.
- Applications should be received at EMI from the regions no later than April 15 each year. Between April 15 and May 15, EMI staff and FEMA program office representatives (as deemed appropriate based on information provided in the requests) will review the applications and rank them based on regional priority and information provided in the requests. Recommendations will be forwarded to the Superintendent of EMI for final selection no later than May 30.
- By June 30, communities that have been accepted will be notified, as will communities that were not accepted. Appropriate FEMA regional offices and State emergency management offices also will be notified.
- Communities that were not accepted and that want to be reconsidered for the following year must re-apply. Applications will not automatically be considered for the following fiscal year.

### **SPECIFIC CRITERIA**

Communities must include the following with their letter of application:

- Population of jurisdiction.
- A brief description of the government structure (include organization chart if possible); clarify whether the request is for a single county, city, Tribal community, or a combination.
- A narrative that includes the status of emergency management in the community, including past disaster history.
- Emergency management training and exercise history.
- Specific hazards facing the jurisdiction and/or specific hazards requested to be addressed in the IEMC.
- Any major national events planned for the jurisdiction, such as major sporting events, conventions, etc.
- The community emergency management objective(s) that will be accomplished through the IEMC.

**E900 IEMC/All Hazards: Preparedness and Response**

This IEMC is a premier course that addresses preparedness and response in emergency situations resulting from severe weather-related hazards. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is nonetheless realistic. A key outcome of this IEMC is that additional planning needs are identified, providing the opportunity to enhance overall preparedness. The exercise scenario for *IEMC/All Hazards: Preparedness and Response* focuses on severe weather and related flooding.

**Prerequisites:**

**Required:** None.

**Recommended:** Participants are encouraged to enroll in both *IEMC/All Hazards: Preparedness and Response* and the *IEMC/All Hazards: Recovery and Mitigation* in consecutive, back-to-back, offerings.

**NOTE:** Students can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.5

**E901 IEMC/All Hazards: Recovery and Mitigation**

This exercise-based course emphasizing recovery and mitigation is new in the IEMC curriculum. It is similar to the *IEMC/All Hazards: Preparedness and Response* course in its format but emphasizes recovery and mitigation activities. This course is conducted for two types of audiences. The participants in the “generic” audience offering represent various communities throughout the country. This IEMC also may be offered to communities who have previously participated in a “specific” community IEMC. The *IEMC/All Hazards: Recovery and Mitigation* places public officials and other key community leaders in a simulation that begins **after** a disaster has affected a community. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is nonetheless realistic. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster recovery, in both the short-term and the long-term. The exercise scenario focuses on recovery from severe weather and related flooding. Mitigation activities to prevent or reduce the future impact of a similar disaster also are identified during the mitigation exercise.

**Prerequisites:**

**Required:** None.

**Recommended:** E900, *IEMC: All Hazards Preparedness and Response*. Participants are encouraged to enroll in both *IEMC/All Hazards: Preparedness and Response* and *IEMC/All Hazards: Recovery and Mitigation* in consecutive, back-to-back, offerings.

**NOTE:** Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.5



**E905 IEMC/Hurricane: Preparedness and Response**

This IEMC addresses preparedness and response in emergency situations resulting from a hurricane. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in an educational, yet realistic, environment. A key outcome of this IEMC is that additional planning needs are identified, providing the opportunity to enhance overall preparedness. The exercise scenario for *IEMC/Hurricane: Preparedness and Response* focuses on evacuation issues prior to the simulated hurricane making landfall and response activities after landfall.

**Prerequisites:**

**Required:** None.

**Recommended:** Participants are encouraged to enroll in both *IEMC/Hurricane: Preparedness and Response* and *IEMC/Hurricane: Recovery and Mitigation* in consecutive, back-to-back offerings.

**NOTE:** Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.5

**E906 IEMC/Hurricane: Recovery and Mitigation**

This IEMC with emphasis on recovery and mitigation issues is another addition to the IEMC curriculum. This exercise-based course is similar to *IEMC/Hurricane: Preparedness and Response* in its format, but emphasis is placed on recovery and mitigation activities following a hurricane. This course is conducted for two types of audiences. The participants in the “generic” audience represent various communities from throughout the country. This IEMC also may be offered to communities who have previously participated in a “specific” community IEMC. The *IEMC/Hurricane: Recovery and Mitigation* places public officials and other key community leaders in a simulation that begins **after** a disaster has affected a community. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is realistic. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster recovery, both in the short-term and long-term. The exercise scenario focuses on a community recovery from a hurricane disaster. Mitigation activities to prevent or reduce the future impact of a hurricane also are identified through course exercises.

**Prerequisites:**

**Required:** None.

**Recommended:** E905, *IEMC: Hurricane Preparedness and Response*. Participants are encouraged to enroll in both *IEMC/Hurricane: Preparedness and Response* and *IEMC/Hurricane: Recovery and Mitigation*, in consecutive, back-to-back offerings.

**NOTE:** Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.5



**E910 IEMC/Earthquake: Preparedness and Response**

This *IEMC/Earthquake* course addresses preparedness and response in emergency situations resulting from an earthquake. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities from throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises, allow for structured decisionmaking in a learning environment that is realistic. A key outcome of this IEMC is that additional planning needs are identified, providing the opportunity to enhance overall preparedness. The exercise scenario for the *IEMC/Earthquake: Preparedness and Response* focuses on response to an earthquake. Also, additional planning needs to prepare for an earthquake response are identified.

**Prerequisites:**

**Required:** None.

**Recommended:** Participants are encouraged to enroll in both *IEMC/Earthquake: Preparedness and Response* and *IEMC/Earthquake: Recovery and Mitigation* in consecutive, back-to-back offerings.

**NOTE:** Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.5

**E911 IEMC/Earthquake: Recovery and Mitigation**

This is another new IEMC, which emphasizes recovery and mitigation issues. This exercise-based course is similar to the *IEMC/Earthquake: Preparedness and Response* in its format but emphasizes recovery and mitigation activities following a major earthquake. This course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities from throughout the country. This IEMC also may be offered to communities who have previously participated in a “specific” community IEMC. The *IEMC/Earthquake: Recovery and Mitigation* course places public officials and other key community leaders in a simulation that begins **after** a disaster has affected a community. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in an educational, yet realistic, environment. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster recovery, both in the short-term and long-term. The exercise scenario focuses on a community recovery from an earthquake disaster. Mitigation activities to prevent or reduce the future impact of an earthquake also are identified through course exercises.

**Prerequisites:**

**Required:** None.

**Recommended:** E910, *IEMC/Earthquake: Preparedness and Response*. Participants are encouraged to enroll in both *IEMC/Earthquake: Preparedness and Response* and *IEMC/Earthquake: Recovery and Mitigation* in consecutive, back-to-back offerings.

**NOTE:** Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days  
**CEUs:** 2.5



**S915 IEMC/Consequences of Terrorism**

This IEMC focuses on preparing for and responding to the consequences of a terrorist act. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities from throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a realistic learning environment. In the *IEMC/Consequences of Terrorism*, special attention is placed on the response among agencies when the disaster area also is a crime scene.

**NOTE:** *Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.*

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days

**CEUs:** 2.5

**E920 IEMC/Hazardous Materials: Preparedness and Response**

This IEMC focuses on preparing for and responding to a major hazardous materials incident. This exercise-based course is conducted for a “generic” audience. The participants in the “generic” audience IEMC represent various communities from throughout the country. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is nonetheless realistic.

**NOTE:** *Participants can receive credit for only one in the series of the eight IEMC courses: E900, E901, E905, E906, E910, E911, E920, or S915.*

**ACE Recommendation:**

**Credit Hours:** 2 hours  
**Level:** UD or LD  
**Curriculum:** Public Administration, Emergency Management

**Course Length:** 4½ days

**CEUs:** 2.5

**E925 IEMC/State: Response and Recovery  
S925  
L925**

An exercise-based course combining classroom presentation, planning session, response exercise, and recovery exercise designed to simulate a major emergency involving many State resources.

**Selection Criteria:** Includes staff of State emergency management, police/patrol, department of agriculture, department of natural resources, department of health, department of transportation, social services, private/public utilities, media, and volunteer organizations.

**NOTE:** *Requests for this specialized IEMC should be originated by the State director of emergency management, endorsed by the governor, and forwarded through the appropriate FEMA regional office to the Superintendent, Emergency Management Institute.*

**Course Length:** 4½ days

**CEUs:** 2.5



## INTEGRATED EMERGENCY MANAGEMENT COURSES FOR SPECIFIC COMMUNITIES

These IEMC's place emphasis on community response and short-term recovery issues. They are tailored to fit the community and are based on a selected hazard type. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning, yet realistic, environment. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster response and assist with making the transition from response activities to short-term recovery. These actions allow the community to "position" itself better for long-term recovery.

The following types of community specific programs are available to Federal, State, local, and Tribal communities:

- IEMC/All Hazards: Response and Recovery
- IEMC/All Hazards: Preparedness and Response
- IEMC/All Hazards: Recovery and Mitigation
- IEMC/Earthquake: Response and Recovery
- IEMC/Earthquake: Preparedness and Response
- IEMC/Earthquake: Recovery and Mitigation
- IEMC/Hurricane: Response and Recovery
- IEMC/Hurricane: Preparedness and Response
- IEMC/Hurricane: Recovery and Mitigation
- IEMC/Hazardous Materials Preparedness and Response
- IEMC/Consequences of Terrorism
- IEMC/Special Events (For local and State emergency management)
- IEMC/State Government (For State emergency management agencies)
- IEMC/Regional Operations Center (ROC) (For FEMA regional offices)

**S930 IEMC/Community Specific/All Hazards:  
Response and Recovery**

**S931 IEMC/Community Specific/Hurricane:  
Response and Recovery**

**S932 IEMC/Community Specific/Earthquake:  
Response and Recovery**

**Selection Criteria:** Elected and appointed city, county, and Tribal officials. These include mayor, county executive, legal counsel, city manager, city and Tribal council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, and director of transportation. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. The Red Cross and the Salvation Army (VOADs) and school and university systems also should attend.\*

\* A community desiring to participate in these courses should submit an application following the procedures outlined in this catalog on page 50.

**Course Length:** 4½ days

**CEUs:** 2.5



**E136 Exercise Development**

This course is designed for experienced emergency exercise staff to acquire in-depth knowledge and skills related to the exercise development process, including management, control, simulation, and evaluation. An emphasis is placed on the construction of exercise planning documents; staffing and training of team leaders in control, simulation, and evaluation; the development of expected player actions and points of review; and exercise administration and logistics.

**Selection Criteria:** State, FEMA regional, other Federal agency staff, and local and Tribal emergency management/emergency services staff who have the responsibility to lead or serve as a team member on their respective organization's/jurisdiction's exercise development teams.

**Prerequisites:**

**Required:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to lead and serve as a member of his/her respective organization's/jurisdiction's exercise planning and/or development team.

**Recommended:** Participants should complete IS-120, *An Orientation to Community Disaster Exercises*; G120, *Exercise Design*; and G130, *Exercise Evaluation*.

**Course Length:** 4½ days

**CEUs:** 2.5







# NON-RESIDENT COURSES



## Mitigation

Mitigation makes sense—and it works. For every dollar spent on mitigation, *at least two are saved in potential response and recovery costs.*

Mitigation means preventing a disaster from ever happening in the first place through land-use planning, retrofitting, effective building codes, hazards identification and risk assessment, and a wide variety of other activities. Mitigation reduces the impact of any future disaster; it protects a community on a *long-term* basis. A disaster-resistant community is one where citizens, elected officials; and local businesses undertake “sustained action that reduces or eliminates long-term risk to people and property from hazards and their effects.”

FEMA encourages communities to become disaster resistant by emphasizing efforts at the *local* level, with mitigation goals determined by the community. The strong partnerships developed between government, private industry, and the citizens of a community bring together resources from diverse sources to address a common goal.

EMI's non-resident courses provide a way for many of these partners to attend the training they need at the State, local, or Tribal level. These courses are designed for those who make mitigation happen by making changes at the local level: local officials and community leaders; architects, engineers and building officials; building contractors; educators and school administrators and others concerned with making their community disaster resistant.

Local mitigation leaders also are encouraged to review EMI's Independent Study curriculum offerings, described in this catalog beginning on page 107.

## MITIGATION MANAGEMENT SERIES

...provides mitigation management skills.

The ability to perform mitigation work in both the pre-disaster and post-disaster environments requires a variety of management skills. These skills may be developed through this series of courses that offers “how to” training focused on practical information. This new series emphasizes applied skills in mitigation planning and recovery.

Courses are available through your State emergency management agency training office.

### Mitigation Management Series Requirements for Certificate of Achievement

Those who complete five Mitigation Management Series (MMS) required courses plus four of the elective courses and the practicum are eligible to receive an MMS certificate of completion.

Requests for the certificate of completion must be sent first to the State emergency management agency for verification. Include date and place, as well as name of course manager, for each course completed.

### Who is eligible for the Mitigation Management Series (MMS)?

Any city/county or State professional in the field of mitigation may apply for these courses, which are offered by the Emergency Management Institute and/or by each State. Offerings of these courses completed prior to the new series may be credited toward the MMS certificate of completion.

### Required Courses (Choose 5)

<b>G260</b>	<i>HMGP and FMA Grants Management</i>
<b>G253</b>	<i>FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance</i>
<b>G278</b>	<i>Benefit-Cost Analysis: Entry-Level Training</i>
<b>G279</b>	<i>Retrofitting Flood-Prone Residential Buildings</i>
<b>G377</b>	<i>Regional Hazard Mitigation Planning</i>
<b>IS-9</b>	<i>Managing Floodplain Development</i>
<b>IS-12</b>	<i>Property Acquisition for Local Communities</i>
<b>IS-393</b>	<i>Introduction to Mitigation</i>

### Elective Courses (Choose 4)

<b>E273</b>	<i>Managing Floodplain Development through the National Flood Insurance Program (NFIP)</i>
<b>G362</b>	<i>Multi-Hazard Emergency Planning for Schools</i>
<b>G393</b>	<i>Mitigation for Emergency Managers</i>
<b>G434</b>	<i>Earthquake Program for Schools</i>
<b>G436</b>	<i>Earthquakes: A Teacher's Package for K–6 (also known as Tremor Troops)</i>
<b>G439</b>	<i>Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12</i>
<b>IS-8</b>	<i>Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699</i>
<b>IS-279</b>	<i>Retrofitting Flood-Prone Residential Buildings</i>
<b>IS-362</b>	<i>Multi-Hazard Emergency Planning for Schools</i>

### Practicum

(State-level applicants must conduct two of the following; city/county applicants must conduct one of the following)

<b>G398.1</b>	<i>Earthquake Mitigation and Recovery Exercise for Local Government Officials</i>
<b>G398.2</b>	<i>Flood Mitigation and Recovery Exercise for Local Government Officials</i>
<b>G398.3</b>	<i>Hurricane Mitigation and Recovery Exercise for Local Government Officials</i>

EMI resident courses can be substituted for field courses listed in this brochure, as long as both have the same course title. For example, E279, *Retrofitting Flood-Prone Residential Buildings*, can be substituted for G279. No other course substitutions will be permitted.

**G225 Seismic Retrofit Training for Building Contractors and Inspectors**

This 8-hour course demonstrates methods to retrofit residential structures to reduce seismic damage. Participants are shown methods of properly tying a structure to a foundation and using connectors to strengthen its frame. Topics covered include earthquake basics, shear walls, foundations, connections, and miscellaneous elements in construction. In addition, liability issues for contractors are discussed throughout the course. The manual is designed to be an on-site reference tool for contractors.

**Selection Criteria:** This course is intended for builders, building contractors, building inspectors, and others responsible for retrofitting residential structures to reduce seismic damage.

**G246 Disaster-Resistant Jobs Training**

This 2-day course is designed to highlight the need for the local business community to mitigate and prepare for disasters. Communities must protect their economic base in order to survive and thrive in the wake of a disaster. This course will help local leaders recognize the impact of disasters on business and industry and what steps need to be taken to lessen the impact of disaster on local jobs.

**Selection Criteria:** This course is for economic development district staff, local community leaders and business people, chamber of commerce staff, State economic development officials, and State, Tribal, and local emergency managers.

**G253 FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance**

This 3-day course is intended as an introduction to environmental and historic compliance. It examines the importance of fully integrating the compliance steps stipulated by the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) into the administration of the Public Assistance and Hazard Mitigation Grant (HMGP) Programs. It addresses the same subject areas as E253 from the field level perspective more than the management level perspective and therefore is directed to those at environmental/historic entry levels, and others whose primary function is not environmental/historic.

**Selection Criteria:** Entry-level individuals wishing to qualify at level one or level two environmental or historic specialist. Others whose primary function is not environmental/historic, but whose work requires reasonable understanding of these requirements: public assistance coordinators, public assistance officers, grant (HMGP, Flood Mitigation Assistance, Unmet Needs) project officers, and their line managers in the disaster field office (DFO). The regions recommend members of the Environmental and Historic Cadre and/or program specialists working with environmental and historic issues to attend the training.

**Prerequisites:**

**Required:** Participants must have received training in their respective program area prior to taking this course.

**Recommended:** Some environmental/historic background or training (for environmental/historic specialists), or some DFO experience (for others).

**NOTE:** This course will be offered on a periodic basis based on a region's demonstrated need for environmental and historic training and the availability of qualified trainers. G253 is a Mitigation Management Series required course.



**G260 HMGP/FMA Financial Grants Management**

This course provides the participant with information on managing HMGP/FMA grants. It includes information on applications, processing, audits, and closeout.

**Selection Criteria:** State and Federal staff involved with the HMGP/FMA program.

**G277 Residential Coastal Construction**

This 2-day course is designed to train participants on FEMA's *Coastal Construction Manual*. This manual is the primary, state-of-the-art reference for planning, designing, and constructing residential structures in the various coastal environments.

**Selection Criteria:** The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with building science knowledge also may apply.

**G278 Benefit-Cost Analysis: Entry-Level Training**

This 2-day course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will **not** teach how to conduct level-two BC analyses.

**Selection Criteria:** The target audience is FEMA and State hazard mitigation officials. Other personnel involved in conducting BC analyses also may apply.

**Prerequisites:**

**Required:** Participants should have some prior knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

**Recommended:** Familiarity with basic flood mitigation terminology is suggested.

**G279 Retrofitting Flood-Prone Residential Buildings**

This 2-day course is designed to provide engineering guidance on retrofitting existing one- to four-family residential structures situated in flood-prone areas. Subjects covered include an introduction to retrofitting, regulatory framework, controlling parameters, building assessment, and design practices. There is also a 1-hour unit on economics and a final exam.

**Selection Criteria:** This course is intended for engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, zoning, and public works officials with engineering, architectural, or building science knowledge are also part of the target audience.

**G285 Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training**

The goal of the 2½-day course is to enable participants to conduct complex benefit-cost (BC) analysis on riverine or coastal A-zone flood mitigation projects using FEMA's Riverine Flood Limited-Data (LD) module. The course builds on the skills taught in the *BC Analysis: Entry-Level Training* and focuses exclusively on the LD module.

**Selection Criteria:** The target audience is FEMA and State hazard mitigation officials. The course is intended for participants who have completed the entry-level training (G278) or have several months' on-the-job experience using FEMA's BC analysis modules.

**Prerequisites:**

**Required:** Participants should have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

**Recommended:** Familiarity with flood mitigation terminology is suggested.



**G318 Mitigation Planning Workshop for Local Governments**

This 2-day workshop discusses the Disaster Mitigation Act of 2000 which amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act by, among other things, adding a new section, 322—Mitigation Planning. Section 322 requires local governments to prepare and adopt jurisdiction-wide hazard mitigation plans as a condition of receiving Hazard Mitigation Grant Program (HMGP) funds to “brick and mortar” mitigation projects. The *Mitigation Planning Workshop for Local Governments* assists representatives of local communities or multi-jurisdictional planning areas to develop a mitigation plan that meets community needs as well as the Section 322 local government planning requirements as described in 44 CFR Section 201.6. This workshop explains each of the requirements, demonstrates how FEMA’s new Mitigation Planning How-to-Guides can be used to address each requirement, and provides opportunities to begin the planning process in group activities with representatives of the same community or planning area.

**Selection Criteria:** The target audience for this Workshop includes the following representatives of local government: elected officials, managers, planners, emergency program managers, and other staff with expertise needed for mitigation projects. The Workshop is also intended for community members interested in avoiding or minimizing hazard losses, who may wish to participate in the mitigation planning process.

**G362 Multi-Hazard Emergency Planning for Schools**

This course will provide participants with the basic information and tools needed to develop effective plans for the wide array of potential emergencies that schools may face.

Participants completing the course will be able to explain the importance of effective planning to others and lead individuals in their schools and community through the process of developing an effective multi-hazard program.

**Selection Criteria:** This course is for State and local training teams and should include one of the following:

- Representative of State department of education
- Representative of school district, such as
  - District administrator or school board member
  - School principal or assistant principal
  - District or school risk manager
  - District or school plan facility engineer/manager

- District resource officer supervisor or school resource officer, crisis team member, or school counselor

- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service

**G376 State Hazard Mitigation Planning**

This 1-day course is designed to provide participants with the knowledge and resources about hazard mitigation concepts, programs, and regulations that will enable them to contribute to their States’ efforts to reduce vulnerability to natural hazards. The course modules include hazard vulnerability and mitigation, the State hazard mitigation program, post-disaster mitigation opportunities, and a hazard mitigation case study exercise.

**Selection Criteria:** State officials who have been or would be assigned lead responsibility within their particular State agency for accomplishing hazard mitigation. All State agencies should be represented at this course because the programs and activities of virtually all State agencies affect the socioeconomic, land use, and development patterns of local governments within the State. Representatives of large local jurisdictions whose mitigation activities may affect State-level operations also may participate in the course.



**G377 Regional Hazard Mitigation Planning**

This course is designed to provide participants with knowledge about hazard mitigation that will enable them to effectively coordinate State and local hazard mitigation responsibilities. Course modules include State mitigation responsibilities, mitigation techniques and technology, planning, managing the grant program, and developing State mitigation teams. Issues are addressed through a variety of techniques such as workshops, informal discussions, group analysis of a realistic case, and practical exercises. The course can be conducted in a 2- to 3-day format to allow for regional flexibility in selecting course content.

**Selection Criteria:** State hazard mitigation officers who have been assigned lead responsibility within their State governments for accomplishing hazard mitigation. Each State should send at least one representative from its State office of emergency management and one from its State office of natural resources. It is recommended that the State emergency management training officer also attend this course to obtain background information that is essential to the “team training” approach necessary to successfully deploy mitigation training at the State and local levels.

**G379 Interagency Hazard Mitigation Team Training**

This course is designed specifically to train participants who may serve on an interagency hazard mitigation team. The course covers pre-disaster as well as post-disaster situations, and its purpose is to provide team members with knowledge of the range of mitigation activities. The modular format gives the instructor maximum flexibility in designing the course. The course can be taught in a 1½-day to a 4-day format.

**Selection Criteria:** Designated members of interagency hazard mitigation teams and their alternates as well as Federal, State, Tribal, and local staff who may be so designated.

**G393 Mitigation for Emergency Managers**

This course is designed to train emergency managers and other interested individuals who have no specialized technical background, but can support mitigation efforts as advocates. The course provides activities and exercises that build the participants' abilities to: perform the tasks and responsibilities of the emergency manager's role; create long-term strategies for disaster-resistant communities; identify local mitigation opportunities; select mitigation solutions to hazard risk problems; find resources to carry out mitigation activities in a post-disaster environment.

**Selection Criteria:** Tribal and local government officials, emergency managers, community leaders in such efforts as voluntary organizations, businesses and industries, and other emergency service personnel.

**Prerequisites:**

**Required:** Completion of IS-393, *Introduction to Mitigation*.

**Recommended:** None.

**G398 Mitigation and Recovery Exercises****G398.1 Earthquake****G398.2 Flood****G398.3 Hurricane**

The *Mitigation and Recovery Exercises* are 1-day exercises for local government agencies such as building officials, zoning officers, commissioners, councils, and chief executive officers. The exercises present a series of challenges to a local government that could face a threat from earthquake, flood, or hurricane. The local government will have to solve how it intends to deal with temporary housing issues, building permits, and temporary business locations as well as long-term recovery issues.

These exercises work well in any size community from large metropolitan areas to small rural towns and villages. The exercise material explains what must be done to plan and prepare for the activity.





**G434 Earthquake Program for Schools**

This 2-day course is intended to help the school community prepare to be self-sufficient in the aftermath of a damaging earthquake. Topics include planning, hazard identification and nonstructural mitigation techniques, drills, immediate response exercises, post-earthquake recovery and mitigation opportunities, and crisis intervention.

**Selection Criteria:** The intended audience for the workshop includes school district administrators, principals, school board members, school district facility and risk managers and others concerned with the physical plant and operation of a school system, teachers, PTA members, and local emergency services officials.

**G436 Earthquakes: A Teacher's Package for K–6**

This hands-on workshop introduces kindergarten and elementary school teachers to *Earthquakes: A Teacher's Package for K–6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multidisciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and **earthquake risk reduction for schools**.

**Selection Criteria:** Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers.

The purpose of the 1-day workshop is to introduce *Tremor Troop* to teachers who then will use it in their own classrooms.

The purpose of the 2-day workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

**G439 Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12**

This 2-day institute introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

**Selection Criteria:** Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the institute is to introduce the package to master educators who then will provide workshops for teachers in their school districts.



**FIELD-DELIVERED COOPERATIVE COURSES**

FEMA's Federal Insurance Administration and Mitigation Directorate, in cooperation with the Readiness, Response and Recovery Directorate, has entered into cooperative agreements with numerous professional organizations and associations in order to bring appropriate technical mitigation information to the audiences served by these organizations. To date, we have developed technical training courses and seminars for the following audiences:

- Building Code Enforcement Officials
- Engineers
- Architects
- School Administrators
- K-12 Teachers

Should you wish to arrange for such technical courses or seminars to be conducted in your State or jurisdiction, please contact your FEMA Regional Training Manager for additional information. The upcoming courses and seminars, as they are scheduled, also will be listed on EMI's training bulletin board.

- G244** *Developing Volunteer Resources* (description on page 89)
- G250.1** *Workshop: State and Local Continuity of Government (COG)* (description on page 72)
- G250.11** *Workshop: Continuity of Operations (COOP)* (description on page 72)
- G271** *Hazardous Weather and Flood Preparedness* (description on page 73)
- G276** *Resource Management* (description on page 97)
- G278** *Benefit-Cost Analysis: Entry-Level Training* (description on page 64)
- G279** *Retrofitting Flood-Prone Residential Buildings* (description on page 64)
- G285** *Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training* (description on page 64)
- G305.3** *Hazardous Materials Workshop: Risk Analysis* (description on page 74)
- G305.6** *Hazardous Materials Workshop: Community Awareness and Right-to-Know* (description on page 74)
- G362** *Multi-Hazard Emergency Planning for Schools* (description on page 65)
- G365.3** *Workshop in Emergency Management: Partnerships for Creating and Maintaining Spotter Groups* (description on page 78)
- G376** *State Hazard Mitigation Planning* (description on page 65)
- G377** *Regional Hazard Mitigation Planning* (description on page 66)

- G379** *Interagency Hazard Mitigation Team Training* (description on page 66)
- G393** *Mitigation for Emergency Managers* (description on page 66)
- G434** *Earthquake Program for Schools* (description on page 67)
- G436** *Earthquakes: A Teacher's Package for K–6* (description on page 67)
- G439** *Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7–12* (description on page 67)

**Independent Study Courses**

- IS-8** *Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699* (description on page 109)
- IS-9** *Managing Floodplain Development Through the National Flood Insurance Program (NFIP)* (description on page 109)
- IS-279** *Retrofitting Flood-Prone Residential Buildings* (description on page 111)
- IS-362** *Multi-Hazard Emergency Planning for Schools* (description on page 112)
- IS-393** *Introduction to Mitigation* (description on page 113)
- IS-394** *Mitigation for Homeowners* (description on page 113)

## Readiness and Technology

The Emergency Management Institute offers a number of training activities that develop operational capabilities and facilitate an effective response when an emergency occurs. Much of this readiness training supports the requirements of chief executives and top-level, appointed emergency management officials. Public officials are responsible for protecting the lives and property of their constituents at all times. Yet, it is the emergency management professional on whom chief executives must depend for developing and maintaining emergency response capabilities on a day-to-day basis, as well as for providing sound advice and proper resource support during a period of crisis. This team relationship is critical for smooth, quick decisionmaking and coordination during a community emergency. Preparedness courses provide both orientation and insight into emergency responsibilities including the development of emergency plans, facilities, and appropriate public policies.

EMI offers courses that facilitate public policy formulation, technical skill building, and effective planning measures at Federal, State, local, and Tribal levels of government. Such courses, seminars, and workshops address preparedness issues including continuity of government, radiological preparedness, hazardous materials, and the Chemical Stockpile Emergency Preparedness Program.

Some of the training is specific and technical, while other topics are designed to stimulate proactive policy level decisionmaking. The many resident and non-resident training activities included in the Readiness and Technology Curriculum provide specialized training and information needed by Federal, State, local, and Tribal government staffs and selected representatives from the private sector (business and industry).

**G190 Incident Command System (ICS): Law Enforcement**

This 2-day course introduces law enforcement personnel to the ICS. Several scenarios are included that allow participants to apply ICS to law enforcement.

**Selection Criteria:** Law enforcement officers who are involved with ICS.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G191 Incident Command System/Emergency Operations Center (ICS/EOC) Interface**

This 1½-day course works best when delivered to Incident Command System and Emergency Operations Center personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface.

**Selection Criteria:** Participants should be teams from a community's ICS and EOC personnel.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G192 Incident Command System (ICS): Public Works**

This 2-day course introduces public works personnel to the ICS. Several scenarios are included that allow participants to apply ICS to public works events.

**Selection Criteria:** Public works personnel involved with ICS.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G194 Incident Command System (ICS) for Public Officials' Conference**

The 1½-hour conference is designed as a briefing for elected and appointed policy level officials. This conference focuses on providing public officials with an awareness of ICS as an effective management tool which can be adopted in managing emergency situations.

**Selection Criteria:** Elected and appointed policy level officials.

**Prerequisites:**

**Required:** None.

**Recommended:** IS-195, *Basic ICS*

**G195 Intermediate Incident Command System (ICS)**

This 3-day course is designed for a multidiscipline audience of persons who would likely serve as supervisors in an ICS structure. Topics include organization and staffing, incident and event planning/staffing, organizing a response to an incident or a planned event, and incident resource management. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 7–11 (I-300).

**Selection Criteria:** Participants who would serve in supervisory positions in an ICS structure.

**Prerequisites:**

**Required:** Successful completion of at least one of the following: EMI's *Basic ICS* (IS-195), *ICS for Law Enforcement* (G190), or *ICS for Public Works* (G191), or NIIMS training modules 1-6 (I-100/200).

**Recommended:** None.



**G196 Advanced Incident Command System (ICS)**

This 3-day course is designed for a multidiscipline audience of staff who would likely serve as incident commanders in an ICS structure. Topics include command and general staff, unified command, major incident management, area command, and multiagency coordination. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 12–16 (I-400).

**Selection Criteria:** Participants who would serve as Incident Commanders in an ICS structure.

**Prerequisites:**

**Required:** Successful completion of at least one of the following: *Intermediate ICS* or *NIIMS* training modules 7–11 (I-300).

**Recommended:** None.

**G200 Public Officials' Conference (1 day)**

This conference for a city/county provides an orientation to the Federal, State, and local partnership in emergency management. FEMA programs are related to State and local needs and activities. Participants learn how to use such programs effectively to meet responsibilities. They also share information that would enhance emergency management at all levels of government and discuss specific community preparedness capabilities.

**Selection Criteria:** Elected and appointed officials, private association leaders, and private disaster and emergency relief officials.

**G235 Emergency Planning**

This 3-day workshop is a redesigned planning course (in recognition of the unique hazards, resources, and circumstances of each community) for developing the expertise of community planning teams along principles offered in *State and Local Guide (SLG) 101, Guide for All-Hazard Emergency Planning*. Participants are required to complete a pre-workshop self-instruction of about 2 days of study and research.

**Selection Criteria:** All members of the emergency management team, including chief executive officers, heads of departments, representatives of volunteer and private sector organizations, population protection planners, operations officers, and others with varying lengths of service in emergency management. State and local staff are encouraged to take *Principles of Emergency Management* (G230) (formerly *Introduction to Emergency Management* (PDS)) before taking this course.

**Prerequisites:**

**Required:** None.

**Recommended:** G230, *Principles of Emergency Management* and *The Emergency Planning Self-Instruction*.



**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover nonadministrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.1 Workshop: State and Local Continuity of Government (COG)**

This 1-day module is designed to increase awareness and understanding of the concept of COG and the seven preparedness/planning elements that are necessary to ensure that State and local governments can carry out their executive, legislative, and judicial functions under the threat or occurrence of any emergency that could disrupt such functions and services. This training activity should be delivered as part of a WEM.

**Selection Criteria:** State and local officials, emergency managers, and other members of community support groups.

**G250.6 Workshop: Amateur Radio Resources**

This 3- to 4-hour workshop is designed to provide State and local elected officials, emergency managers, and other public officials an understanding of how these volunteer communication groups can help in supplementing telecommunication and warning systems.

**Selection Criteria:** State and local elected officials, emergency managers, and other public officials.

**G250.11 Workshop: Continuity of Operations (COOP)**

This 1-day module is designed to increase awareness and understanding of the need for continuity of operations plans for State and local government offices. Recent events have demonstrated that government buildings and offices can be closed for extended periods of time due to natural or manmade events. These closures negatively affect service delivery to the general public. The workshop focuses on identifying State and local government tasks that must continue should an incident affect the staff or location where the tasks are performed. The workshop introduces the benefits of public-private cooperation in COOP planning. This introduction to COOP planning also will help participants determine appropriate backup measures so that essential service delivery can continue.

**Selection Criteria:** State and local government agency/department representatives.

**G250.12 Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents (involving nuclear, biological, and chemical agents)**

This 6½-hour workshop is an EMI field version of the same course originally conducted by the Department of Defense in the 120 designated metropolitan areas as part of the Domestic Preparedness Program. It focuses on planning and preparedness for terrorist incidents involving Nuclear, Biological, and Chemical (NBC) incidents. The first half of the workshop discusses planning issues, along with local, State, and Federal capabilities. The second half is a tabletop exercise involving terrorist use of NBC agents in the local jurisdiction.

**Selection Criteria:** The mayor, cabinet officials (department heads/chiefs), local, and State partners for response to a terrorist incident.



**G271 Hazardous Weather and Flood Preparedness**

The National Weather Service (NWS) and FEMA developed this course with input from many States and local emergency managers. It is intended to help to promote a more proactive response to weather and flooding hazards through close coordination between emergency management and NWS. This course covers:

- how the basic elements of weather can combine to create potential hazards in an area;
- weather forecast products and how to interpret them;
- And anticipating hazardous weather for planning, warning, and response purposes.

**Selection Criteria:** Local and State emergency managers who respond to hazardous weather events.

**G272 Warning Coordination**

This 1½-day field course is the latest in the hazardous weather series of courses produced in partnership with the National Weather Service (NWS). It is designed to be conducted jointly by NWS warning coordination meteorologists and State emergency management staff for an audience of local emergency managers.

Every year the United States experiences more severe weather than any other country in the world. In order to reduce deaths, injuries, and property losses, emergency managers must work closely with the NWS and the news media to provide effective warnings that can be received and understood by people at risk. This course is intended to help facilitate that process.

Course topics include The Social Dimensions of Warning Response; Developing Effective Warning Messages; Developing an Effective Community Warning Process; and working with the news media to create a Weather Warning Partnership. In addition to lecture and discussion, the course includes case studies, exercises, and an opportunity for interaction with representatives of the local news media.

**Selection Criteria:** Intended for local emergency managers.

**G300 Hazardous Materials: An Introduction for Public Officials**

This is a 3- to 4-hour unit of instruction for key public officials, department heads, and private executives with a need to understand basic policy issues regarding hazardous materials threats to the community. Focusing on “standard of care,” hazard assessment, risk management, planning, and response considerations, it provides officials with a basic overview of hazardous materials issues. It is an interagency course designed in cooperation with the U.S. Department of Transportation and the Environmental Protection Agency.

**Selection Criteria:** Public officials and other decisionmakers with a need for basic introductory instruction to policy issues related to hazardous materials management at the local level.

**G301 Introduction to Hazardous Materials Preparedness**

This 5- to 6-hour, 2-module course provides an introduction to hazardous materials concepts and practices. It goes beyond the content of the G300, *Public Officials* course and is predicated on participants’ mastery of the hazardous materials Independent Study course (IS-5) prior to enrollment. It covers basic principles of preparedness, the role of local communities, and the hazards presented by chemicals in transportation or fixed-site threats. Each participant must be familiar with IS-5 principles before enrolling in this class.

**Selection Criteria:** State and local personnel with a responsibility for hazardous materials.

**Prerequisites:**

**Required:** Completion of IS-5, *Hazardous Materials: A Citizen’s Orientation*.

**Recommended:** None.



**G305 Hazardous Materials Workshops**

This series of special-topic modules (Student Manual and Instructor Guide) is for participants receiving instruction either as stand-alone delivery in a *Workshop in Emergency Management (WEM)* or a *Public Officials Conference (POC)*, or as enhancement of regular classroom course work such as *Exercise Design*. Each module is intended for 1 to 3½ hours of instruction, as determined by the instructor.

- G305.1** *Hazardous Materials Risk Communication*
- G305.2** *Hazardous Materials Information Management*
- G305.3** *Risk Analysis*
- G305.4** *Exercising Emergency Plans Under Title III*
- G305.5** *Alert and Notification*
- G305.6** *Community Awareness and Right-to-Know*
- G305.7** *Overview of Incident Command System*
- G305.8** *Hazardous Materials Workshop for EMS Providers*
- G305.9** *Hazardous Materials Workshop for Law Enforcement*
- G305.10** *Facility Coordinator's Role and the LEPC*
- G305.11** *Liability Issues in Emergency Management*
- G305.14** *Hazardous Materials Response Team: Should You Have One?*





**G310 Weapons of Mass Destruction Courses**

This series of facilitator-led courses is intended to help senior local government officials prepare for and improve their ability to manage and respond to mass casualty terrorism incidents involving the use of Weapons of Mass Destruction (WMD). Each course has the same five objectives and each uses a different scenario to enable participants to accomplish them. The objectives are stated below.

At the completion of the training, local government officials should be able to:

- Exercise greater leadership in preparing for and managing response to WMD mass casualty terrorism incidents through a better understanding of their jurisdiction's response capabilities.
- Analyze the appropriateness of plans, policies, procedures, and other preparedness elements currently in place to respond to and recover from a mass casualty terrorist incident.
- Determine the adequacy and the level of training of jurisdictional disaster and emergency management staff.
- Determine the adequacy of the jurisdiction's resources (e.g., personnel, materials, and personal protective and other equipment) for response and recovery from a mass casualty incident.
- Identify the coordination requirements among local, State, and Federal governments for response to WMD terrorist incidents.

All five courses are designed as either 1-day or 3-day offerings. There are no Student Manuals; the facilitator must tailor the course for the specific community. They can be downloaded at

<http://training.fema.gov/emiweb/g310wmd.htm>

- |               |   |
|---------------|---|
| <b>G310.1</b> | <i>Weapons of Mass Destruction: Nuclear Scenario</i>            |
| <b>G310.2</b> | <i>Weapons of Mass Destruction: Radiological Scenario</i>       |
| <b>G310.3</b> | <i>Weapons of Mass Destruction: Chemical–Sarin Scenario</i>     |
| <b>G310.4</b> | <i>Weapons of Mass Destruction: Chemical–Vx Scenario</i>        |
| <b>G310.5</b> | <i>Weapons of Mass Destruction: Biological–Anthrax Scenario</i> |
| <b>G310.6</b> | <i>Weapons of Mass Destruction: Suicide Bomber Scenario</i>     |

**Selection Criteria:** The following is a list of recommended participants, but it is not all-inclusive.

**Core Recommended Audience:** Chief elected/appointed officials; fire chiefs; sheriffs; police chiefs; directors, emergency services; directors, public works; directors, public health and safety; public information officers, chief financial officers, legal counsel, chief medical examiner/coroners, and communications directors. **Other Possible**

**Participants:** transportation authority (port authority, airport authority, and/or area transportation authority, etc.\*); evacuation coordinators;\* mass care coordinators;\* resource managers; chiefs, animal care and control agency; warning coordinators; coordinator of volunteer organizations; directors, emergency medical service (EMS); directors, hazardous materials team (HMT);\* State and/or Federal representatives, as appropriate;\* area military representative;\* National Guard representatives; Department of Energy (DOE) representatives; Federal Bureau of Investigation (FBI) representatives;\* Centers for Disease Control (CDC) representatives; Environmental Protection Agency (EPA) representatives; U.S. Coast Guard (USCG) representatives; and representatives of neighboring jurisdictions.

\* *The target audience with an asterisk must be invited (if they are available).*

**Prerequisites:**

**Required:** The course is designed with the following assumptions about participation:

1. The city or county conducting the course has an emergency operations plan (EOP) and Standard Operating Procedures (SOPs).
2. The participants know and understand their roles and responsibilities, as defined by their EOP; are trained in their areas of expertise; and know their jurisdiction.

**Recommended:** None.



**G311 Hazardous Materials Contingency Planning**

This 4½-day course is for emergency management personnel responsible for hazardous materials planning and coordination. It covers emergencies including transportation, use, storage, and disposal of hazardous materials and episodic releases of air-toxic chemicals from fixed-site facilities. Emphasis is placed on interagency cooperation and the identification of technical assistance that is available. Topics include local, State, and Federal mechanisms to assist in planning and response, tactical requirements, hazardous materials characteristics, and regulatory compliance. This course is co-sponsored by the Environmental Protection Agency, the U.S. Department of Transportation, and FEMA.

**Selection Criteria:** Open to all officials responsible for public policy and strategic planning and response.

**NOTE:** EMI is currently undertaking development of a new hazardous materials planning curriculum, including major revisions to the courses currently listed in the catalog and the addition of several new programs. It is anticipated that the new curriculum will be implemented in FY 2003. When this new curriculum goes online, full catalog updates will be posted on EMI's Web site. Interested parties are urged to check the Web site for updated information on changes to EMI's hazardous materials courses prior to ordering replacement materials.

**Radiological Instructors**

States select a cadre of instructors who become qualified to teach radiological monitors and radiological response teams. These instructors could be key local staff, such as fire department instructors, emergency managers, radiological officers, State radiation control agency representatives, and others. Radiological instructors obtain qualification by successfully completing the following program of Non-Resident and Resident study:

G320, *Fundamentals Course for Radiological Response*.

We encourage these instructors to attend S301, *Radiological Emergency Response Operations* also.

**G320 Fundamentals Course for Radiological Response**

This 3-day performance-based (hands-on) course for assigned local radiological response team members covers the concepts of radiation protection, radiation detection instruments, radiological monitoring techniques, radiological hazards and protective actions, team-building, and basic procedures to support planning/response for emergency and recovery activities in the event of a radiological incident. This course is designed so that modules may be conducted separately and adapted to specific audience needs and requirements.

**Selection Criteria:** State and local government radiological response teams and newly assigned hazardous materials response team members.

**Prerequisites:**

**Required:** IS-3, *Radiological Emergency Management*.

**Recommended:** None.

**G346 Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)**

This 1-day course introduces medical personnel to procedures for handling radiation and other hazardous materials accident victims in the hospital environment. The goal is to enable participants to provide prompt and appropriate care for hazardous materials accident victims while minimizing exposure and preventing the spread of contamination. Part 1 concentrates on radiation accidents whereas part 2 covers other hazardous materials incidents.

**Selection Criteria:** Physicians, nurses, and others who provide emergency medical services in hospitals.

**Prerequisites:**

**Required:** Successful completion of IS-346, *Orientation to Hazardous Materials for Medical Personnel*.

**Recommended:** None.



**G351 Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster**

The purpose of this 6-hour course is to prepare local elected government officials to lead and direct their jurisdiction in implementing comprehensive emergency management systems.

At the conclusion of the course, participants will be able to:

- Exercise greater leadership in an emergency through a better understanding of their roles and responsibilities;
- Develop emergency management policies and procedures for emergency management activities and implement necessary policies and procedures to respond to and recover from a disaster;
- Initiate appropriate emergency management actions during a disaster;
- Negotiate through the intergovernmental response system to obtain the required resources and assistance in an emergency;
- Maximize gains for disaster recovery assistance through appropriate contacts and knowledge of available resources;
- Understand the partnership among Federal, State, and local governments;
- Establish relationships and partnerships with other agencies and organizations (i.e., profit, not-for-profit, and business and industry) for effective emergency management response and recovery outcomes; and
- Take actions to ensure citizen satisfaction during a disaster and build credibility before a disaster.

**Selection Criteria:** Local elected officials (i.e., mayors, etc.).

**G357 Emergency Response to Criminal and Terrorist Incidents**

The primary goals of this course include increasing safety by describing hazards that may exist at crime scenes, enhancing evidence preservation and rescue efforts and fostering cooperative working relationships among all responders through role and responsibility clarification. The course uses a combination of instructor-led discussions and videotape presentations and concludes with an exercise.

**Selection Criteria:** The audience for this 6- to 8-hour course consists of persons who will respond to a criminal or terrorist event. This course is a joint training effort that includes firefighters, emergency medical services, law enforcement, public works, and others with emergency management responsibility from a local community. It is recommended that this course be taught to groups from the same jurisdiction for maximum benefit.

EMI has sent reproducible copies of this course to State emergency management agencies, State fire academies, and State law enforcement academies. Additional reproducible copies can be obtained by contacting EMI.

**G358 Evacuation and Re-entry Planning Course**

This 12-hour course is designed to provide participants with knowledge and skills needed to design and implement an evacuation and re-entry plan for their jurisdictions. It uses a community's vulnerability analysis and evacuation plan. It also addresses evacuation behavior and recommends methods to make evacuation and re-entry more efficient.

This course **does not address** the decision to evacuate or re-enter.

**Selection Criteria:** The persons responsible for planning, implementing, and carrying out evacuations within a jurisdiction must attend this course as a team. This includes, but is not limited to, local and State government emergency program managers, emergency planners, and response personnel.



**G360 Hurricane Planning**

This 2½-day course is designed to assist State and local planners responsible for developing or revising emergency operations plans and procedures. The course provides methods and techniques for using the latest information from Hurricane Evacuation Studies and other sources in planning response operations before and after a hurricane.

**Selection Criteria:** Members of State and local planning teams from jurisdictions covered by a completed Hurricane Evacuation Study.

**G365.3 Workshop: Partnerships for Creating and Maintaining Spotter Groups**

This 5-hour workshop emphasizes the valuable service that spotter groups provide to protect lives during hazardous weather and flooding. This activity is intended to promote the creation and enhancement of spotter groups across the country. It includes a wide variety of tools and approaches to help make spotter groups a key part of effective community warning systems. This workshop should be delivered jointly by emergency management and National Weather Service staff.

**Selection Criteria:** State and local emergency managers and National Weather Service staff.



# CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM

## CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM (CSEPP) TRAINING COURSES

Ten States are part of the Chemical Stockpile Emergency Preparedness Program: Alabama, Arkansas, Colorado, Illinois, Indiana, Kentucky, Maryland, Oregon, Utah, and Washington.

These courses are not available for the general public. Only Federal, State, and local personnel having CSEPP or WMD responsibilities may find these materials useful.

Training materials, job aids, and the CSEPP training plan can be downloaded from the CSEPP Web site at:

<http://emc.ornl.gov>

CSEPP videos and CD-ROMs may be obtained through your CSEPP State Training Officer or may be purchased through the National Technical Information Service Web site at:

<http://www.ntis.gov>



### G901 Personal Protective Equipment (PPE)

**This course is designed to be presented as an independent course or as part of the ACT FAST course.**

This 4- to 6-hour course is designed to initiate emergency workers to the proper way to protect persons from contamination by donning PPE; removing potentially contaminated PPE without contaminating the wearer; recognizing the limitations of PPE; knowing when and how to use chemical detector kits; and knowing State and local work rules, policies, and procedures, as well as those used by CSEPP.

**Selection Criteria:** This course is designed to prepare personnel to perform the functions identified in Appendix L on Personal Protective Equipment for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

### **Prerequisites:**

**Required:** None.

**Recommended:** The ACT FAST course.



### G902 CSEPP JIC Advisor

This computer-based training (CBT) program is designed to be used as a Joint Information Center (JIC) familiarization and refresher course. It also contains a site-specific resources catalog that can be used by public affairs personnel in time of an emergency.

The program is designed to provide CSEPP Emergency Public Information (EPI) in a manner that is structured, learner-controlled, easily accessible, and maintainable. It can be used to guide EPI personnel through information that assists the learner in integrating and applying new information so that it can be transferred from the learning environment to emergency response.

The CSEPP CBT program's learning experience is presented through five components: an information component; a scenario component; a reference system component; and a CBT support component.

This program is designed to be self-paced and can be used by individuals within a work setting.

**Selection Criteria:** Individuals selected through FEMA region and State.

### **Prerequisites:**

**Required:** None.

**Recommended:** JICsaw III course.



**G903 CSEPP Spokesperson Training**

This 8- to 16-hour course is designed to develop in nonpublic affairs personnel the ability to successfully convey accurate and concise information to the media in a chemical (CSEPP) emergency.

The class covers:

- The function of the media today
- Media concerns
- Broadcast vs. print
- Being part of the message and message content
- On-camera actions and appearance
- Spokesperson responsibilities
- News conferences

The program consists of classroom instruction, group instruction, and one-on-one on-camera training. Portions of the class also focus on the relationship of the Joint Information Center and System to the successful dissemination of information during an emergency.

**Selection Criteria:** CSEPP specific. Funded by the U.S. Army Soldier and Biological Chemical Command (SBCCOM).

**NOTE:** *The length of the class is determined by the number of participants.*

**G904 CSEPP Chemical Awareness**

This 8-hour course is designed to familiarize participants with the chemical stockpile and its components, the Chemical Stockpile Disposal Program (CSDP), and the Chemical Stockpile Emergency Preparedness Program (CSEPP). Participants will be able to recognize chemical agent characteristics, signs and symptoms of agent exposure, and how to avoid contact with agents in an off-site incident involving the accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the types of chemical agents stored in each location, describe the major emergency planning steps for protecting people in the event of a chemical incident, describe how to avoid contact with chemical agents, and describe the effects of weather and terrain on the movement of chemical agents.

**Selection Criteria:** This course is designed for people engaged in planning for emergency response in the event of a chemical agent incident under the CSEPP.

**G905 ACT FAST (Agent Characteristics Toxicity—First Aid and Special Treatment)**

This 8-hour course is designed to prepare emergency medical personnel to recognize and provide first response treatment to persons accidentally exposed to nerve and blister agents. The objective of this training program is to prepare participants to respond to an off-installation scene involving an accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents, such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the potential hazards of nerve and blister agents; (what they are, how they spread, and how they work to identify the signs and symptoms of nerve and blister agent exposure) and to describe the initial first-aid treatment for victims of nerve and blister agents.

**Selection Criteria:** This course is designed to prepare participants to respond to an emergency situation involving an accidental release of nerve or blister agent. The focus is pre-hospital treatment—providing treatment at the scene and during transportation to the hospital. Although anyone who performs emergency medical duties can use the information provided in this course, it is especially designed to meet the needs of those who are likely to be the first on scene: emergency medical technicians, police, fire department personnel, paramedics, ambulance operators, and nurses.

**Prerequisites:**

**Required:** None.

**Recommended:** CSEPP Chemical Awareness course (G904).



**G906 Response Phase Decontamination**

**This course is designed to be presented as an independent course or as part of the ACT FAST course.**

Decontamination should be considered an integral part of the necessary planning for emergency response. Adherence to the response phase decontamination guidelines will reduce the potential for injury and save lives during the emergency response phase immediately following a significant agent release. Decontamination (decon) of people exposed to a chemical agent must begin in the first stages of response, possibly concurrently with the implementation of protective actions. Independent modules (each requiring 1-2 hours) have been developed covering performing self- and buddy decon; decon station procedures; decon by emergency medical personnel; and a planner's checklist for use in planning for decon within the CSEPP framework.

**Selection Criteria:** This course is designed to prepare personnel to perform the functions identified in Appendix L on Response Phase Decontamination for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

**Prerequisites:**

**Required:** None.

**Recommended:** CSEPP Chemical Awareness or ACT FAST course should be completed before this course.

**G907 Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians Exposed to Nerve Agent**

**This course is designed to be presented as an independent course or as part of the ACT FAST course.**

This 3-hour course is designed to prepare participants to identify antidotes to be administered in the event of nerve agent exposure, identify the conditions under which antidote auto-injectors should be used, demonstrate the use of the antidote auto-injectors, and recognize adverse reactions to the use of the antidotes.

**Selection Criteria:** This course is designed to prepare those persons called upon to respond to an emergency situation involving an accidental release of nerve agent who are allowed, under pertinent State laws and regulations, to administer drugs. May include emergency medical technicians, paramedics, and nurses.

**Prerequisites:**

**Required:** The ACT FAST course.

**Recommended:** None.

**G908 Joint Information Center/Joint Information System (JICsaw III)**

This course is 16 to 24 hours depending on the presentation. The *JICsaw III* course is an updated and expanded version of the original CSEPP *Joint Information Center/System (JIC/JIS)* course. The *JICsaw III* course describes how to plan for and implement a successful multiagency emergency information program.

*JICsaw III* is a 3-day, comprehensive, modular package designed to provide your staff with a basic foundation in the concept, goals, focus, functions, organizational structure, and facility of the JIC. It is a generic foundation on which each site can build or enhance its site-specific JIC/JIS plans and procedures and strengthen its team. The course concludes with an enhanced JIC demonstration using a scenario that tests JIC play with realistic activity. The *JICsaw III* course consists of 2 days of classroom instruction and a 1-day exercise.

**Selection Criteria:** This course is designed for people whose duties during an emergency response to a CSEPP chemical agent incident will require them to perform their jobs in the Joint Information Center.

**Prerequisites:**

**Required:** For background, the *Chemical Awareness* course should be taken before attending this course. For PIO's, the *Basic Public Information Officers* course (G290) must be taken prior to attending the *JIC/JIS* course.

**Recommended:** None.



**G909 Technical Planning and Evaluation**

An accident involving chemical agents could be a rapidly occurring event with no time for detailed analysis—it would require an immediate emergency response. In order to provide such a response, as much decisionmaking as possible regarding protective action strategies should be completed during the response planning phase. Then the decisions made can be implemented in case of an accident. Protective action strategies are sets of pre-planned responses to different emergency situations that are developed using a variety of planning tools. After the strategies have been defined, a decisionmaking process can be developed for selecting the appropriate strategy in an emergency.

This computer-based, self-paced course is designed to identify the physical and chemical properties of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to identify the potential human health effects of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to define and illustrate the concepts of exposure, dose, and risk, and show how these relate to the protective action decisionmaking process; to list the basic function of models and describe their use in planning; to list and describe the specific planning tools developed within CSEPP for protective action planning; and to define evacuation and sheltering as protective actions for CSEPP.

Specifically, at the end of this training program the planner will be able to use the information and concepts discussed in the CSEPP Planning Guidance to develop local protective action strategies. By completing a detailed case study requiring development of strategies for responding to a set of specified conditions, the planner will use the CSEPP emergency decisionmaking process just as it is to be used on the job: first identifying critical information required to make the decision, then identifying the affected portion of the emergency planning zone, and finally identifying the protective action strategy to be implemented.

**Selection Criteria:** This course is designed for those responsible for developing protective action plans for CSEPP chemical accidents, as well as for those who want an overview of the planning process and the tools used in developing protective action plans.

**Prerequisites:**

**Required:** Completion of the *CSEPP Chemical Awareness* course is a prerequisite for taking this course. This course also requires, as a minimum, a 286 DOS-based machine with 4 Megs of memory running Windows 3.0 or 3.1. Basic computer skills are a requirement for the participant running actual models as required in the workbook portion and are suggested for the participant seeking an overview and not participating in the model exercises.

**Recommended:** None.

**G910 Techniques for CSEPP Program Instructors**

This course is designed to familiarize instructors of the Chemical Stockpile Emergency Preparedness Program with: the adult learning process, the characteristics and responsibilities of an effective instructor, the five methods of instruction, presentation techniques including the use of voice and body language for effective communication, the four-step process for dealing with resistance, the use and misuse of questions, the use of instructional aids, and the importance and use of evaluation.

**Selection Criteria:** This course is designed for people whose duties include conducting CSEPP-specific training.





## Chemical Stockpile Emergency Preparedness Program Videos

### Chemical Stockpile Agent Characteristics and Effects

This video is designed to accompany the *Agent Characteristics and Toxicology First Aid and Special Treatment* (known as the ACT FAST) classroom-training course. The video has coupled adult learning principles with exemplary video techniques to produce a program that teaches sophisticated information about chemical warfare agents in a manner every adult, not only those involved in CSEPP, can understand. Although designed for use in FEMA's technical training courses for State and local CSEPP personnel, the material presented will help all emergency workers responsible for protecting U.S. citizens in the event of a chemical warfare agent release.



### Re-Act FAST/Re-Act FAST II (Refresher on Agent Characteristics and Toxicology First Aid and Special Treatment)

This video was designed for CSEPP as a refresher course to prepare emergency workers to recognize and provide initial treatment to persons exposed to nerve and blister agents. The video is intended to provide information to those qualified to perform emergency medical treatment, such as emergency medical technicians, paramedics, ambulance operators, nurses, and others who may be in a position to provide assistance to persons exposed to nerve and blister agents. This includes recognizing signs and symptoms of nerve and sulfur mustard agent exposure, appropriate decontamination procedures, and the pre-hospital treatment for nerve agent poisoning using the appropriate doses of atropine and 2-PAM chloride.

The *Re-Act FAST II* video contains updated information on donning and doffing CSEPP-approved Personal Protective Equipment (PPE).



### Residential Shelter-In-Place (SIP)

This video describes Shelter-In-Place techniques for residential structures in CSEPP communities. It explains how officials will notify residents to Shelter-In-Place, why and how sheltering protects people from a chemical vapor, and the measures residents can take to protect themselves in their homes from a chemical agent. Available in video or DVD format. DVD contains additional supporting documents and reports.



### How Do I Know? Guide to Selecting PPE

*How Do I know?* is a video that describes and illustrates the testing and evaluation that went into assessing Personal Protective Equipment (PPE) available for use by civilian emergency responders and addresses Federal regulatory requirements that have helped shape CSEPP emergency responder operations. It compliments *A Guide to the Selection of Personal Protective Equipment for Responding to a Release of Chemical Warfare Agents*. This guide contains a collection of information sheets dealing with PPE that were prepared for use in CSEPP technical training courses on PPE, decontamination procedures, and medical care of chemical casualties.



### An Introduction to Protective Action Decisionmaking

This video describes two primary protective action options (evacuation and shelter-in-place) that could be recommended during a chemical emergency, the crucial decision issues for each option, and a process that planners and decisionmakers can use in developing protective action plans.



### Some Assembly Required: How Models are Built and Used

This video describes what scientific models are, how models are developed, how models can be used in the protective action decisionmaking process, and the limitations and issues concerning the reliability of models.



## Chemical Stockpile Emergency Preparedness Program CD-ROMs

### Emergency Planner's Companion Series

A suite of five CD-ROM titles designed to familiarize planners with and evaluate their competency in critical areas of the emergency planning process. CD-ROMs include:

- Command and Control
- Public Education and Information
- Protective Action
- Emergency Operations and Evacuee Support
- Communications\*

*\*Currently under development.*



### Command and Control

Its primary audience includes planners involved in CSEPP, but it will also be useful to others involved in developing plans for coordinating resources and implementing response procedures for fast-moving emergencies. The material is based on recommendations of the CSEPP Planning Guidance and addresses issues involved in preparing for a coordinated response among agencies responsible for protecting the public from the consequences of a chemical warfare agent release.

This course will prepare emergency planners to develop plans that help officials analyze an emergency situation and decide on the appropriate response, direct and coordinate the efforts of emergency response forces under their control, coordinate with the efforts of other involved organizations, and ensure that needed response resources are available and used effectively.



### Medical Sustainment Training

The CD-ROM contains six interactive computer-based modules designed as a refresher training program, which are accredited for Continuing Medical Education credit for hospital and pre-hospital medical care providers. The modules are: Nerve Agents, Vesicant Agents, PPE and Worker Fitness, Chemical Case Studies, Decontamination, and Triage. These courses also are available on-line through the CSEPP Portal Web site.



### Protective Action

Its primary audience includes planners involved in CSEPP, but it will also be useful to others involved in planning for actions the public can take to avoid exposure to chemical agent hazards.

This course is intended to foster planning that maximizes the effectiveness of protective actions. The course describes the public protective actions appropriate under CSEPP, outlines a methodology for selecting the best protective action within the time constraints of a fast-moving emergency, lists measures that must be taken beforehand to implement each protective action during an emergency, and describes decision making and implementation issues related to self- and buddy decon which may be advised for the public to reduce the effects of agent exposure.



### Public Education and Information

Its primary audience is planners involved in CSEPP, but it will also be useful to others involved with implementing public educational programs and issuing emergency warnings.

This course will assist planners in providing factual information to the public in a timely and effective manner during an emergency involving chemical agents. If the public is to respond quickly and effectively to an emergency involving toxic chemical agents, people must be made aware of the risk from chemical agents and the necessary protective actions well before an emergency occurs. A carefully planned public education program is needed to provide people potentially at risk with the knowledge required to take lifesaving actions.



## CSEPP State Exercise and Training Officers

The CSEPP exercise and training officers in each of the CSEPP States maintain the schedule for these courses in their respective States. Please contact them for further information on outside availability of these courses.

Alabama	Steve Baker Alabama Emergency Management Agency 5898 County Road 41 Box 2160 Clanton, Alabama 35046-2160	Phone: (205) 280-2285 Fax: (205) 280-2444 E-mail: <a href="mailto:training@aema.state.al.us">training@aema.state.al.us</a>
Arkansas	Rebecca Edwards Arkansas Department of Emergency Management P.O. Box 758 Conway, Arkansas 72034	Phone: (501) 730-9750 (ext. 9816) E-mail: <a href="mailto:rebecca.edwards@adem.state.ar.us">rebecca.edwards@adem.state.ar.us</a>
Colorado	Greg Moser Colorado Office of Emergency Management 15075 South Golden Road Golden, Colorado 80401-3997	Phone: (303) 273-1640 Fax: (303) 273-1795 E-mail: <a href="mailto:greg.moser@state.co.us">greg.moser@state.co.us</a>
Illinois	Jana S. Fairow Illinois Emergency Management Agency 110 East Adams Street Springfield, Illinois 62701-1109	Phone: (217) 557-4766 E-mail: <a href="mailto:jfairow@iema.state.il.us">jfairow@iema.state.il.us</a>
Indiana	Robert O. Stanley Indiana State Emergency Management Agency 302 W. Washington Street, Room E208 Indianapolis, Indiana 46204	Phone: (317) 232-6878 E-mail: <a href="mailto:rstanley@sema.state.in.us">rstanley@sema.state.in.us</a>
Kentucky	Melissa Jones Kentucky CSEPP 1111-B Louisville Road Frankfort, Kentucky 40601	Phone: (502) 607-5717 Fax: (502) 607-5710 E-mail: <a href="mailto:jonesmg@bngc.dma.state.ky.us">jonesmg@bngc.dma.state.ky.us</a>
Maryland	Paul Kozloski Maryland Emergency Management Agency State Emergency Operations Center Camp Fretterd Military Reservation 5401 Rue Saint Lo Drive Reisterstown, Maryland 21136	Phone: (410) 517-5126 Fax: (410) 517-3610 E-mail: <a href="mailto:pkozloski@mema.state.md.us">pkozloski@mema.state.md.us</a>
Oregon	Stan Ross Oregon Emergency Management Agency, 125 Southeast First Street Pendleton, Oregon 97801	Phone: (541) 966-9640 Fax: (541) 966-9650 E-mail: <a href="mailto:sross@oem.state.or.us">sross@oem.state.or.us</a>
Utah	Marc DiFrancesco Utah Division of Comprehensive Emergency Management/CSEPP 1110 State Office Building Salt Lake City, Utah 84114	Phone: (801) 538-3510 Fax: (801) 538-3770 E-mail: <a href="mailto:mdifranc@pds.state.ut.us">mdifranc@pds.state.ut.us</a>
Washington	Steve Debow Washington Emergency Management Building 20 Camp Murray, Washington 98430-5122	Phone: (253) 512-7066 Fax: (253) 512-7206 E-mail: <a href="mailto:s.debow@emd.wa.gov">s.debow@emd.wa.gov</a>



## Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

FEMA's Professional Development curriculum addresses skills and abilities required by the emergency management professional in today's complex environment. Whether dealing with natural hazards, technological hazards, or national security hazards, the emergency manager must be prepared to exercise a leadership role that extends far beyond his or her own department.

The field of emergency management is emerging into higher visibility in communities throughout the Nation as they are victimized by disasters that are increasingly severe and more numerous. With this come greater responsibilities for the emergency managers, and likewise for the trainers who guide them in developing the skills to deal with disasters. In our efforts to professionalize the emergency management workforce, the Professional Development Series has been the central focus.

**Professional Development Series****Professional Development Certificate of Completion**

Those who complete **all** Professional Development Series (PDS) courses are eligible to receive a PDS certificate of completion.

Requests for the certificate must be sent to the State emergency management agency training office for verification, then to the Superintendent of EMI for consideration. Such requests should include the date and place of each PDS course attended, together with the name of the course manager.

1. **G230** *Principles of Emergency Management* (formerly *Introduction to Emergency Management*) (description on this page)
2. **G235** *Emergency Planning* (description on page 71)
3. **G120** *Exercise Design* (description on page 102)
4. *Basic Skills in Emergency Program Management* (description on page 89):
  - G240** *Leadership and Influence* (description on page 89)
  - G241** *Decisionmaking and Problem-Solving* (description on page 89)
  - G242** *Effective Communication* (description on page 89)
5. **G244** *Developing Volunteer Resources* (description on page 89)

**G230 Principles of Emergency Management**

This 3-day course replaces the *Introduction to Emergency Management* course. The new course consists of four modules which build on one another, but can be used individually. The first module includes the concepts of emergency management and its integration of systems, basic definitions, identification of hazards and their analyses, general descriptions of the four phases, and identification of resources at several levels. The second module is more detailed, encompassing the role of the local emergency manager and linking concepts of the four phases to specific practices and information, including community hazards analysis, mitigation strategies, damage assessment, and assistance programs for recovery. The third module is more complex, addressing the coordination of various systems, networks, and agreements among various governmental and other organizations using group activities and exercises. In the fourth module, the participants demonstrate their abilities to work with and apply the skills and information gained in the first three modules.

**Selection Criteria:** Local jurisdiction officials, emergency managers, volunteers, and other emergency service personnel who perform work using fundamental principles of emergency management or who need to expand their roles in the profession. Applicants should complete Independent Study courses IS-1 and IS-7 and are encouraged to complete IS-3 and IS-5 before scheduling this course.

**Prerequisites:**

**Required:** None.

**Recommended:** Independent Study courses: IS-1, IS-3, IS-5, and IS-7.



**G240– Basic Skills in Emergency  
G242 Program Management**

Three PDS courses totaling 7 classroom days are called Basic Skills and may be considered together for purposes of accreditation.

**G240 Leadership and Influence**

This 3-day course shows participants how to assess differences in personal values and interpersonal influence styles, and to apply situational leadership behaviors in emergency management.

**Selection Criteria:** Anyone who performs emergency management work.

**Prerequisites:**

**Required:** None.

**Recommended:** G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

**G241 Decisionmaking and Problem-Solving**

This 1-day course gives participants practice in making individual and group decisions based on a model problem-solving process.

**Selection Criteria:** Anyone who performs emergency management work.

**Prerequisites:**

**Required:** None.

**Recommended:** G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

**G242 Effective Communication**

This 3-day course is designed to develop the skills of emergency managers in public and interpersonal communication. The course includes a variety of topics, and provides for practice in oral presentation.

**Selection Criteria:** Anyone who performs emergency management work.

**Prerequisites:**

**Required:** None.

**Recommended:** G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

**G244 Developing Volunteer Resources**

This 2-day course is designed to improve participants' abilities to deal with a broad range of issues in the management of volunteers. Issues covered include identification of tasks provided by organized groups that require volunteer services, skill definition and specification of qualifications, publicity and recruitment, skill development and maintenance, and motivation strategy that promotes continued involvement and quality performance.

**Selection Criteria:** Local emergency management personnel who need to enhance and improve their skills in developing and managing volunteer resources.

**Prerequisites:**

**Required:** None.

**Recommended:** G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.



**G247 Decisionmaking in a Crisis**

This 1½-day workshop is for honing the skills needed for making informed and ethical decisions during an emergency. It is for all emergency managers and staff. It includes a problem-solving model, how to make ethical decisions under stress, and a series of scenario-based activities to practice skills. To complete PDS requirements, this course may be taken in place of *Decision Making and Problem-Solving*.

**Selection Criteria:** Anyone who performs emergency management work.

**Prerequisites:**

**Required:** None.

**Recommended:** G230, *Principles of Emergency Management*, and G235, *Emergency Planning*.

**G249 Managing People in Disasters: A Local Perspective**

This 3-day course is aimed at preparing people to step in to manage and supervise in chaotic and stressful crisis situations. The package of skills offered in this course should enable an emergency manager to shift from managing a normal office environment to supervising an expanded staff in rapidly changing conditions. Major topics include communicating, community relationships, leadership, managing staff, teams, and managing the work.

**Selection Criteria:** Anyone who performs emergency management work. Although this course is not a requirement for the PDS certificate, it does apply many of the basic skills within a disaster context, and thus offers the possibility of being given as a Capstone experience or offered as refresher modules at conferences and other functions.

**Prerequisites:**

**Required:** None.

**Recommended:** G242, *Effective Communication*, G249, *Decision Making in a Crisis*, and G240, *Leadership and Influence*.

**G265 Instructional Delivery Skills (formerly G261, Instructional Presentation Skills)**

The purpose of this 3½-day course is to prepare the participant to assist with State-delivered training. It covers preparation, presentation, and evaluation skills. In addition, participants will be able to incorporate the needs of training participants into their training delivery. At the conclusion of this course, participants should be able to:

- Analyze the audience characteristics, given a particular training activity.
- Review course materials to determine how the needs of the training participants affect their presentation.
- Prepare to use instructional techniques, methods, and media effectively.
- Prepare and manage the learning environment.
- Demonstrate effective instructional delivery techniques given a specific audience and materials.

**Selection Criteria:** Members of State and local emergency management teams. Recommended for members of State and local emergency management teams who assist in the teaching of FEMA- or State-developed classroom training.

**Prerequisites:**

**Required:** Must have responsibility for teaching a portion of a FEMA- or State-developed course.

**Recommended:** None.

**G280 Public Policy in Emergency Management**

This 1-day course is designed to heighten awareness of public policy issues inherent in emergency management. Discussions and exercises cover public policy analysis, executive roles, hazard evaluation, establishing public policy, and media relations.

**Selection Criteria:** Elected and appointed officials of State and local governments who have policy responsibilities, such as mayors, city council members, county executives, district attorneys, legal counsel, county supervisors, attorneys general, adjutants general, public safety directors, budget officers, and those with similar responsibilities.





**G290 Basic Public Information Officers (PIO)**

This 3-day course is intended for the new or less experienced PIO. Its emphasis is on the basic skills and knowledge needed for emergency management public information activities. Topics include the role of the PIO in emergency management, conducting awareness campaigns, news release writing, public speaking, and television interviews.

**Selection Criteria:** Emergency management personnel, including fire and law enforcement who have either full- or part-time responsibilities for public information in their communities or departments. Individuals with considerable experience in public information may want to consider applying for a waiver to attend the *Advanced Public Information Officers* (E388) course at EMI. See page 43 of this catalog for details.





## **Disaster Operations and Recovery**

Disaster Operations and Recovery are phases of emergency management that require a team effort at all levels of government and the private sector. Professionals involved in disaster operations and recovery include elected and appointed officials, city and county administrators, emergency managers, public works directors, building officials, community planners, emergency services personnel, and other allied professionals.

Training and education in disaster operations and recovery roles and responsibilities is a critical first step towards ensuring successful disaster operations. The Disaster Operations and Recovery curriculum is designed to equip Federal, State, local, and Tribal professionals with the knowledge, skills, and abilities required to perform their jobs. These professionals are encouraged to avail themselves of the courses offered in the curriculum.

**ADVANCED PROFESSIONAL SERIES**

The Advanced Professional Series is a new series of courses that offers “how to” training for applying skills in disaster operations and enabling communities to become disaster resistant. Participants who complete the six required courses plus any four of the elective courses are eligible to receive a certificate of completion.

**Required Courses**

- G191**      *Incident Command System/Emergency Operations Center Interface* (description on page 70)
- G250.7**    *Workshop: Local Situation (RAPID) Assessment and*
- G270.1**    *Asking for Help* (descriptions on page 96)
- G288**      *Donations Management Workshop* (description on page 97)
- G385**      *Disaster Response and Recovery Operations* (description on page 98)
- G393**      *Mitigation for Emergency Managers* (description on page 66)

**and at least one of the following:**

- G279**      *Retrofitting Flood-Prone Residential Buildings* (description on page 64)
- G362**      *Multi-Hazard Emergency Planning for Schools* (description on page 65)
- G434**      *Earthquake Program for Schools* (description on page 67)

**Elective Courses (Choose 4)**

Any of the last three listed not taken as a required course, and

- G137**      *Exercise Program Manager/Management* (description on page 103)
- G202**      *Debris Management* (description on page 95)
- G250.3\***    *Workshop: Disaster-Related Needs of Seniors and Persons with Disabilities* (description on page 95)
- G275**      *Emergency Operations Center (EOC) Management and Operations* (description on page 97)
- G276**      *Resource Management* (description on page 97)
- G361**      *Flood Fight Operations* (description on page 98)
- G386**      *Mass Fatalities Incident Response* (description on page 98)

\*This course will be replaced by G197, *Emergency Planning and Special Needs Populations* in FY 2003.

**G108 Community Mass Care Management**

This 2-day course is aimed to equip emergency management staff and voluntary agency personnel with the knowledge and skills necessary to perform as effective mass care coordinators in a broad range of disaster situations. The course covers how to assess and size up mass care needs; how to plan for mass care; recruitment, training, and exercises for mass care personnel; and actions to take in short-term and long-term mass care operations (response and recovery).

**Selection Criteria:** State, Tribal, and local government emergency management and voluntary agency personnel who provide mass care assistance.

**G197 Emergency Planning and Special Needs Populations**

This 2½-day course is intended to provide those with responsibilities for providing emergency planning or care of seniors, people with disabilities, and/or special needs groups with the skills and knowledge they will need to prepare for, respond to, and recover from emergency situations.

**Selection Criteria:** The target audience for this course is very broad and includes, but may not be limited to, emergency managers, senior first-response personnel, special needs coordinators, human services organization personnel, facility planners, community-based organizational personnel, advocacy group personnel, elected officials, public health personnel, and Voluntary Organizations Active in Disaster (VOAD) personnel.

\*In FY 2003, this course will be replacing G250.3, *Disaster Related Needs of Seniors and Persons with Disabilities* and G391, *Disaster Response Planning for Organizations Serving Seniors and People with Disabilities*.

**G202 Debris Management**

This field course is designed for State and local personnel at all levels as well as public works directors, their staffs, and waste management personnel. The course provides an overview of issues and recommended actions necessary to plan for, respond to, and recover from debris-generating events.

**Selection Criteria:** State and local personnel.

**NOTE:** All course files are accessible to the State Training Officer via the FEMA Web site.

**G203 Public Assistance Applicants' Workshop**

This 1-day field course is an overview of the roles and responsibilities of potential applicants who participate in FEMA's Public Assistance program. The target audience includes local government personnel, public works directors, emergency management coordinators, and other local government personnel with disaster assignments involving the community infrastructure.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.3 Workshop: Disaster-Related Needs of Seniors and Persons with Disabilities**

This 4-hour module is intended to increase awareness of the potential special needs of seniors and persons with disabilities before, during, and after a disaster. Awareness then is linked to the unique emergency preparedness and planning requirements to address those needs.

**Selection Criteria:** State and local emergency managers and other members of emergency services and community support groups.

\* Currently being revised. Will be replaced by G197, *Emergency Planning and Special Needs Populations* in FY 2003 (see page 95).

**G250.7 Workshop: Local Situation (RAPID) Assessment**

Communities can use the Resource Guide and Facilitator's Guide when developing the plan and procedures for rapidly and efficiently collecting disaster intelligence immediately following a disaster. This intelligence is used to prioritize response activities, allocate available resources, and specifically request resources from other sources to save and sustain lives.

**Selection Criteria:** Any community working to improve its disaster intelligence collection procedures.

**G270 Workshop in Emergency Management (WEM): Response and Recovery**

These Response and Recovery WEM modules treat current topics in response and recovery that can be included in State workshops. Plans include development of a series of modules that will be ready for field delivery during the current and future years. Notification of future availability of WEM modules will be made through EMI Grams and other communications with the States.

Currently, six WEM modules, described below, are available: G270.1, G270.2, G270.3, G270.4, G270.5, and G270.6.

**G270.1 Asking for Help**

This videotape and facilitator guide are designed to promote local officials' awareness of effective approaches for requesting government assistance during and immediately after disasters. Recent disasters have shown that many local officials are unsure of the size, amount, location, and type of resources needed. This can be used in conjunction with the *Resource Management* course (description on next page).

**Selection Criteria:** Local government emergency managers.

**G270.2 The Federal Response Plan (FRP)**

This videotape and accompanying facilitator guide are designed to promote awareness of the FRP. The overview explains what the FRP is, when it is used, and who is involved.

**Selection Criteria:** State and local government emergency managers.

**G270.3 Expedient Flood Training**

This 45-minute orientation module is designed to train volunteers in flood-fighting techniques using sandbags and other materials.

**Selection Criteria:** Local government emergency managers and emergency responders.

**G270.4 Recovery From Disaster: The Local Government Role**

This workshop is designed for local government disaster recovery professionals (elected officials, city/county administrators, emergency management coordinators, public works directors, building inspectors, community planners, and unmet needs committee coordinators).

The WEM is designed for ½- to 2-day delivery, depending on local need, and covers the roles, responsibilities, and major tasks of each team member during short- and long-term recovery. Course materials include checklists, sample forms, brochures, public notices, sample news releases, sample ordinances, and other resources (in hard copy and electronic file) to assist local recovery teams in their jobs.

**Course materials will be available for State delivery in October 2002.**

**Selection Criteria:** Local government emergency managers, city and county administrators, community planners, building inspectors, and public works directors.

**G270.5 Managing Through a Disaster for Supervisors**

This 1½-day workshop provides local government managers and supervisors with an improved ability to supervise disaster workers and to plan for and cope with problems working through and recovering from disasters.

**Selection Criteria:** Local government managers and supervisors.

**G270.6 Working Through a Disaster for Front-Line Employees**

This 1-day workshop provides front-line local government employees with an improved ability to plan for and cope with the problems of working through and recovering from disasters.

**Selection Criteria:** Local government emergency managers and response and recovery personnel.



**G275 Emergency Operations Center (EOC) Management and Operations**

This 3-day course provides participants with the knowledge and skills to effectively manage and operate an EOC during crisis situations. The course covers many aspects of properly locating and designing an EOC, how to staff, train, and brief EOC personnel, and how to operate an EOC during various situations. It is modular so that it is flexible enough to meet various jurisdictions' needs.

**Selection Criteria:** State and local individuals responsible for developing, staffing, managing, and operating an EOC. Other EOC staff are encouraged to attend.

**Prerequisites:**

**Required:** Successful completion of IS-275, *The Emergency Operations Center Role in Community Preparedness, Response, and Recovery Operations*.

**Recommended:** None.

**G276 Resource Management**

This 2-day course provides participants with the knowledge and skills to effectively identify, develop, and manage a resource management system. The course covers aspects of how to tap into little used resources, how to develop and manage a system to better manage scarce public and private sector resources in a crisis situation, and how to ask for help (the videotape and facilitator's guide for G270.1 has been incorporated into this course).

**Selection Criteria:** State and local individuals responsible for effectively developing and managing a resource management system within the EOC or Incident Command System (ICS).

**The course received the Outstanding Technology Branch Training Program award for 1993-1994 from the Potomac Chapter of the International Society for Performance and Instruction.**

**G288 Donations Management Workshop**

This 8-12 hour workshop addresses the planning and operations of an effective donations management system to ensure efficient use of undesignated donations and spontaneous volunteers during a disaster in conjunction with representatives of Voluntary Organizations Active in Disaster (VOAD) and State and local government.

**Selection Criteria:** Local government officials or State and local leaders of key voluntary organizations (i.e., those affiliated with the State VOAD), who have responsibility for planning, coordinating, implementing, and/or operating the donations management function at the State and local level.

**Prerequisites:**

**Required:** Participants must have some responsibility to oversee, coordinate, and/or assist with the State and local donations function during large-scale disasters.

**Recommended:** IS-288, *Role of Voluntary Agencies in Emergency Management*.



**G361 Flood Fight Operations**

This 2½-day course is for emergency managers, public works officials, levee district representatives, and others responsible for planning, preparing, and managing the response to a flood. Using a combination of lectures, discussions, activities, and exercises, the course will take participants through the complete process from well before the flood to clean-up afterwards. Officials from every community at risk of flooding should take this training.

While this training emphasizes how to conduct a flood fight, it provides information to help communities decide if a flood fight is possible and worth the effort and cost. Diagrams with materials lists and equipment and labor requirements to construct various types of temporary flood protection can be used to help determine if there is enough time and resources to protect the community. If the whole community cannot be protected, then officials must decide where to concentrate their efforts to protect some areas and/or evacuate and relocate what they can. If a flood fight is undertaken, it should be done the right way or the effort will be wasted.

Instructors should be experienced in flood fighting. It is recommended that the U.S. Army Corps of Engineers be part of the instructional team to discuss the methods and techniques it will use in your region and to explain what assistance it may be able to provide.

**NOTE:** *Some States may decide to add the 45-minute Expedient Flood Training (G270.3) to offerings of this course and may also do a field activity to build a sandbag wall. If participants will be asked to fill and place sandbags, they should be told to bring appropriate clothing.*

**Selection Criteria:** Federal, State, Tribal, and local officials responsible for planning, preparing, and managing response to floods.

**G385 Disaster Response and Recovery Operations (DRRO)**

This revised 3-day course covers the basic concepts, operational procedures, and authorities involved in responding to major disasters. It addresses Federal, State, and local roles and responsibilities in major disaster recovery work. An overview of preliminary damage assessment, disaster recovery centers, and special needs of victims and disaster workers is also included.

**Selection Criteria:** State disaster staffs, local government emergency management personnel, and private relief agency disaster staffs.

**NOTE:** *PowerPoint visuals are available from the FEMA Web site via the State Training Officer.*

**G386 Mass Fatalities Incident Response**

This course prepares local and State response personnel and other responsible agencies and professionals to handle mass fatalities effectively and to work with the survivors in an emergency or disaster.

**Selection Criteria:** The course is designed for a wide audience, encompassing the range of personnel with a role to play in mass fatality incidents. Coroners, medical examiners, funeral directors, heads of first response agencies (fire, police, EMS, etc.) planners, and emergency management coordinators will benefit from this course.





**G391 Disaster Response Planning for Organizations Serving Seniors and People with Disabilities**

This 1½-day course explores issues confronting social service agencies, care providers, and local emergency management offices in disasters. The materials are designed to promote awareness of these issues, to encourage social service agencies and care providers to work with local emergency management offices. The course goes beyond G250.3, *Workshop in Emergency Management (WEM): Disaster Related Needs of Seniors and Persons with Disabilities* by providing more detailed response planning guidelines and case studies, and in its emphasis on the role of the care provider and local emergency managers.

**Selection Criteria:** This course is primarily for disaster and emergency coordinators of social service agencies and other organizations serving seniors and people with disabilities. An allied audience is the local emergency manager who has responsibility for coordinating planning and response actions for local jurisdictions.

\* Currently being revised. Will be replaced by G197, *Emergency Planning and Special Needs Populations* in FY 2003 (see page 95).





## Integrated Emergency Management

The Integrated Emergency Management curriculum also includes courses (offered by State emergency management agencies) that are designed to improve the overall exercise capabilities of local, Tribal, State, and Federal organizations. Five courses which feature job aids complete an overall Comprehensive Exercise Curriculum (CEC). These courses will provide all of the building blocks necessary to achieve a performance-based curriculum in simulation and exercise.

The *Exercise Program Manager/Management Course* was designed to provide higher level program management skills in developing performance-based exercise systems. An *Exercise Control/Simulation* course will enable participants to establish effective exercise control and simulation teams. The *Exercise Controller/Simulator* and *Exercise Evaluator Workshops in Emergency Management (WEMs)* are designed as utility training packages to train staff to perform these critical tasks in the conduct of emergency management exercises. When coupled with FEMA's Comprehensive Exercise Program as coordinated by State offices of emergency management, the learning and performance-based experience in this curriculum can establish the foundation for an excellent community- and system-wide emergency response system.

The Emergency Management Institute developed the Master Exercise Practitioner (MEP) Program in FY 1999 to recognize those individuals who successfully complete all the training courses in the CEC. G138, *Exercise Practicum*, is available for those individuals who wish to earn the title Master Exercise Practitioner. The practicum is a self-directed and negotiated series of 11 proficiency demonstrations in which the MEP candidate will be challenged to apply the knowledge, skills, and abilities acquired through participation in CEC courses to emergency management exercises.

State emergency management agencies serve as sponsors for MEP candidates. When the MEP candidate has successfully completed G138, *Exercise Practicum*, the sponsor may request through their respective FEMA regions that EMI award the Master Exercise Practitioner title to recognize the high level of achievement in this specialized field.

## MASTER EXERCISE PRACTITIONER (MEP) PROGRAM

The overall goal of the MEP program is to establish a level of professional achievement and recognition for persons charged with administering and conducting emergency management exercise programs and activities.

The award of the MEP title is a means of recognizing individuals who have completed the Comprehensive Exercise Curriculum (CEC) and have demonstrated, through hands-on application of knowledge and skills in proficiency demonstrations, a high level of professionalism and capability in the arena of emergency management exercises.

Individuals who wish to earn the MEP title must enroll in the G138, *Exercise Practicum* in order to complete the specific exercise proficiency demonstrations.

The CEC is comprised of the following:

- IS-120** *An Orientation to Community Disaster Exercises* (Independent Study) (description on page 110)
- G120** *Exercise Design* (description on page 102)
- G130** *Exercise Evaluation* (description on page 103)
- G135** *Exercise Control/Simulation* (description on page 103)
- E136** *Exercise Development* (EMI Resident) (description on page 57)
- G137** *Exercise Program Manager/Management* (description on page 103)
- G138** *Exercise Practicum* (For MEP Candidates Only) (description on page 104)
- G250.8** *Exercise Controller/Simulator WEM* (description on page 104)
- G250.9** *Exercise Evaluator WEM* (description on page 104)

## G110 Emergency Management Operations Course (EMOC) for Local Governments

The EMOC is designed for local communities or Tribal governments that may not be able to participate in FEMA's resident *Integrated Emergency Management Courses*. The EMOC is an exercise-based program with planning sessions that begin weeks prior to the actual course, and it includes classroom sessions and exercises. The flexible format of the EMOC allows it to be conducted in a 2½-day or 3-day format. The purpose of the EMOC is to improve operational capabilities as they relate to managing emergencies in the local community. The course places emphasis on the Emergency Operations Center (EOC) as a focal point for managing a simulated emergency.

**Selection Criteria:** Elected and appointed city and county officials. These include mayor, city manager, city council, county commissioner, county manager, and other key positions, such as emergency management director and public information officer. Also included as eligible participants are upper- and mid-management personnel, including supervisory, operational, and communications staff from the fire service, law enforcement, public works, and emergency medical services. Volunteer groups also should participate.



## G120 Exercise Design

This 2-day course develops skills that will enable those attending to train staff and to conduct an exercise that will test a community's plan and its operational response capability.

**Selection Criteria:** FEMA regional, State, and local emergency management staff responsible for developing and conducting exercises. Local government participants should represent jurisdictions with completed emergency plans and should bring their plans to the course.

### Prerequisites:

**Required:** None.

**Recommended:** Complete Independent Study Course IS-120, *An Orientation to Community Disaster Exercises*, before attending the field offering.



**G130 Exercise Evaluation**

This 2-day course provides knowledge and develops skills that will enable those attending to manage exercise evaluation activities before, during, and after an emergency management exercise.

**Selection Criteria:** State, FEMA regional, and local emergency management and emergency services staff who have the responsibility of managing exercise evaluation activities associated with the overall emergency management functions or emergency service disciplines, such as fire, law enforcement, emergency medical services, public works, and community service/volunteer agencies and organizations.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency operations within his/her organization and the assigned responsibility to manage the evaluation function or serve as an evaluation team leader as part of the community's exercise program.

**G135 Exercise Control/Simulation**

This 2-day course is designed for experienced emergency exercise staff to perform tasks as chief exercise controllers or control team leaders for emergency management exercises. Participants are challenged to examine exercise concepts and objectives, develop exercise control plans, and perform an examination of the tasks necessary to perform effective exercise control and simulation for tabletop, functional, and full-scale exercises.

**Selection Criteria:** State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility of functioning as chief exercise controller or exercise control team leader in their respective organization's/jurisdiction's comprehensive exercise program activities.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as chief exercise controller or control team leader/member. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design* course.

**G137 Exercise Program Manager/Management**

This 2½-day course provides knowledge, skills, and job aids to assist local, State, and Federal personnel in implementing their roles and responsibilities as exercise program managers. Work products developed during the course will be useful for the participant to develop or upgrade his or her comprehensive exercise program.

**Selection Criteria:** State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility to initiate and/or maintain their respective organization's/jurisdiction's overall exercise program.

**Prerequisites:**

**Required:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to initiate and/or upgrade the overall comprehensive exercise program.

**Recommended:** EMI recommends that participants complete IS-120, *An Orientation to Community Disaster Exercises*, G120, *Exercise Design* course, and G130, *Exercise Evaluation* course.



**G138 Exercise Practicum for the Master Exercise Practitioner**

This activity consists of a series of self-directed and negotiated proficiency demonstrations of the knowledge, skills, and abilities acquired through the completion of courses in the Comprehensive Exercise Curriculum (CEC). The proficiency demonstrations are structured in three major areas of concentration: exercise design and control, exercise evaluation, and exercise management/program management. Practicum sponsors will monitor the completion of 11 major proficiency demonstrations. In this manner, capabilities gained in classroom instruction can be applied to actual emergency management exercises as conducted by local, State, and Federal agencies.

**Selection Criteria:** State, FEMA regional, other Federal agency staff, and local/Tribal emergency management/emergency services staff who have the responsibilities related to the design, development, performance, and evaluation of emergency management exercises. Applicants must declare their intention of completing the CEC offerings and earn the Master Exercise Practitioner title.

**Prerequisites:**

**Required:** The participant must have completed IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design*, and must be accepted by the Practicum sponsor as a Master Exercise Practitioner candidate.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover nonadministrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.8 Exercise Controller/Simulator**

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise controllers and/or simulators. Participants, given a job aid, will identify tasks, define roles and responsibilities, demonstrate proper use of the master scenario event list, and solve potential/actual exercise problems and issues related to exercise controller/simulator roles.

**Selection Criteria:** State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have responsibility to function as exercise controller/simulator in his/her respective organization's/jurisdiction's comprehensive exercise program activities.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility of functioning as a control/simulation team leader or member.

**G250.9 Exercise Evaluator**

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise evaluators. Participants, given a job aid, will define roles and responsibilities, review evaluation plans and individual assignments, demonstrate proper use of evaluation plans and individual points of review, data collection techniques, and solve evaluation-related problems and issues.

**Selection Criteria:** State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who are responsible for functioning as exercise evaluators in their respective organization's/jurisdiction's comprehensive exercise program activities.

**Prerequisites:**

**Required:** None.

**Recommended:** The participant must have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as an evaluation team leader or member.



# INDEPENDENT STUDY COURSES





## Independent Study

The Federal Emergency Management Agency's Independent Study Program is delivered through the Emergency Management Institute (EMI) and consists of self-paced courses. Each course is supported with specialized sets of course materials. These materials include practice exercises, unit reviews, glossaries, subject matter appendices, and a final examination. The average course completion time is 10–12 hours. Those who score 75 percent or better on the final examination are issued a certificate of completion.

**Enrollment Options** (There are no enrollment fees or charges.)

All **individual enrollment** requests must include:

- Course selected by course title and course number.
- Participant's name (this name will be the one that will be maintained in the participant file and will be printed on all completion records and certificates).
- Participant mailing address.
- Participant's social security number.

**Group Enrollments** may be coordinated for groups of five or more participants. **Each group enrollment** must include all of the above for each participant on the group roster with the name and contact information for the group enrollment coordinator.

- **Fax** to (301) 447-1201
- **Internet** at <http://training.fema.gov/emiweb/ishome.htm> (Group enrollments cannot be submitted over the Internet yet.)
- Or **send by United States Postal Service** to:

FEMA Independent Study Program  
Emergency Management Institute  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

**College credit** may be obtained for each successfully completed course. For information regarding applications for academic credit and fees, contact the Independent Study office.

**Continuing education units (CEUs)** may be granted if an individual is not seeking college credit. An individual may seek one or the other, not both.

**Military retirement and retention points.** Army, Air Force, and Coast Guard reserve personnel not on extended duty may earn points upon successful completion of each course. The number of points awarded is determined by the student's unit or branch of service.

To contact the FEMA Independent Study office:

- **Fax** to (301) 447-1201
- **E-mail** at independent.study@fema.gov
- Or **send by United States Postal Service** to:

FEMA Independent Study Program  
Emergency Management Institute  
16825 South Seton Avenue  
Emmitsburg, Maryland 21727-8998

### **IS-1 Emergency Program Manager: An Orientation to the Position**

This Independent Study course provides an introduction to Comprehensive Emergency Management (CEM) and the Integrated Emergency Management System (IEMS). Included is an in-depth look at the four phases of comprehensive emergency management: mitigation, preparedness, response, and recovery. The text is accompanied by illustrations, diagrams, and figures. In most units, there are worksheets, exercises, and tasks to complete.

**CEUs:** 1.0



### **IS-2 Emergency Preparedness, USA**

This Independent Study course contains information about natural and technological hazards. Participants are led through the development of personal emergency preparedness plans and are encouraged to become involved in the local emergency preparedness network. The text is accompanied by illustrations, maps, charts, and diagrams.

**CEUs:** 1.0



### **IS-3 Radiological Emergency Management**

This Independent Study course contains information on a variety of radiological topics, including:

- Fundamental principles of radiation
- Nuclear threat and protective measures
- Nuclear power plants
- Radiological transportation accidents
- Other radiological hazards

Prerequisite for G320, *Fundamentals Course for Radiological Response*.

**CEUs:** 1.0



### **IS-5 Hazardous Materials: A Citizen's Orientation**

This Independent Study course provides a general introduction to hazardous materials that can serve as a foundation for more specific research. The course has five units and has been designed with the objective of helping the individual

- recognize the dangers posed by hazardous materials;
- identify places where hazardous materials are likely to be encountered;
- understand when a hazard may exist;
- contact the appropriate persons or agencies to give or receive specific hazardous materials information, and;
- identify procedures to minimize personal and community exposure to hazardous materials.

**CEUs:** 1.0



**IS-7 A Citizen's Guide to Disaster Assistance**

This Independent Study course provides a basic understanding of the roles and responsibilities of the local community, State, and the Federal government in providing disaster assistance. It is appropriate for both the general public and those involved in emergency management who need a general introduction to disaster assistance.

**CEUs:** 1.0

**IS-8 Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699**

This course provides the participant with the background necessary to understand the effects of Executive Order (EO) 12699, signed by President Bush in 1990. In the wake of the Loma Prieta earthquake of October 1989, this EO requires all Federally owned, leased, or financed new buildings to comply with strict earthquake building design set forth in the National Earthquake Hazard Reduction Plan (NEHRP) Recommended Building Provisions. The NEHRP has provided a base for all national building codes for seismic design.

The course is a nontechnical discussion of earthquakes, building design, and the requirements of the EO. It is for local officials including mayors, city managers and commissioners, local council persons, building inspectors, zoning officials, building designers, and others concerned with this topic.

**CEUs:** 1.0

**IS-9 Managing Floodplain Development Through the National Flood Insurance Program (NFIP)**

This Independent Study course is designed to provide technical, in-depth information to community officials who have responsibility for administering floodplain development. The course provides a comprehensive initiation into floods and floodplain concerns, particularly the NFIP, including studies and mapping, regulatory measures, ordinance administration, substantial improvement and damage, flood insurance, and disaster operations and hazard mitigation.

This course will take approximately 30-40 hours to complete. Course materials include a Student Manual, videotape, engineer scale, and flood maps of various types.

**CEUs:** 4.0

**IS-10 Animals in Disaster: Module A, "Awareness and Preparedness"**

Module A of this two-part course is designed to increase the awareness and preparedness of animal owners and care providers. It includes sections on typical hazards, how these can affect animals, and what can be done by responsible animal owners to reduce the impact of disasters on their animals as well as upon themselves.

**CEUs:** 1.0

**IS-11 Animals in Disaster: Module B, "Community Planning"**

Module B, the second part of the *Animals in Disaster* course, is intended to guide emergency management officials, animal owners, care providers, and animal industries in preparing disaster plans. The goal of this module is to provide information sufficient to enable the animal care community and emergency management officials to meet and develop meaningful and effective plans that improve the care of animals, their owners, and the animal care industry in times of disaster.

**CEUs:** 1.0



**IS-12 Property Acquisition for Local Communities**

Property acquisition is a way to reduce repetitive losses, primarily those resulting from floods. Properties that are repeatedly damaged from floods may be eligible for purchase, relocation, or elevation through a State-managed grant program to local communities. Once property is acquired and structures removed, it is then maintained as open space, such as a park, which will suffer little damage in future flooding. This course familiarizes the State and local officials with the property acquisition process under FEMA's Hazard Mitigation Grant Program. Using the guidance manual for the acquisition program, this course takes the participant through the steps required to successfully apply for and implement a program in his/her own community.

Sample forms and job aids are provided to assist students in preparing applications, reports, and other requirements to participate and manage the program.

**Selection Criteria:** This course is for State and local officials who will manage or administer property acquisition programs in their own jurisdictions.

**CEUs:** 1.0

**IS-15 Special Event Contingency Planning for Public Safety Agencies**

Almost every community is host at one time or another to a special event, whether it is a fair, parade, sporting event, or another type of mass gathering. This CD-ROM-based course is intended for representatives of the public safety team involved in development of the event contingency plan. The course has numerous activities based on a series of planning aids contained on the CD-ROM. These planning aids include contingency plan considerations for law enforcement, fire, emergency medical, public health, public works, and emergency management.

**CEUs:** 1.0

**IS-120 An Orientation to Community Disaster Exercises**

This Independent Study course includes a ½"-VHS video cassette and a Student Manual and provides an orientation to the types of exercises used to test and evaluate a community's emergency plan. The content illustrates the eight basic steps in exercise design and emphasizes the use of a design team to ensure the success of a community's exercise program.

Completion of this course is a prerequisite to participation in the State-delivered G120, *Exercise Design* course.

**CEUs:** 1.0

**IS-195 Basic Incident Command System**

This Independent Study course is designed to provide a general introduction to the Incident Command System (ICS) for individuals who have emergency response duties. It is designed as a multidiscipline course with various incident scenarios and activities. Units of study include: *Introduction to the Incident Command System (ICS)*, *The ICS Orientation*, *Incident Facilities*, *Incident Resource Management*, and *Incident Command System Assignments*.

This course also may be delivered in the classroom (12 hours). FEMA has developed an Instructor Guide. Groups interested in enrolling should contact their State emergency management training officer for information.

The content of this course is generally equivalent to National Interagency Incident Management System (NIIMS) training modules 1–6 (I-100/200).

**CEUs:** 1.0



**IS-208 State Disaster Management**

The course contains information on the pre-declaration to recovery and mitigation actions required by States in order to facilitate the disaster assistance process.

This course provides the user with the knowledge necessary to better understand the interrelationship of State and Federal disaster assistance programs and their representatives who administer and manage these programs.

Information is presented in a programmed instruction format so that individuals can “test” out of units, proceed to the final and work at their own pace.

**CEUs:** 1.0

**IS-275 The Emergency Operations Center's (EOC's) Role in Community Preparedness, Response, and Recovery Operations**

This course is a prerequisite for G275, *Emergency Operations Center (EOC) Management and Operations*. The goal of this Independent Study course is to provide the reader with the understanding of the vital role an EOC plays in the community's overall preparedness, response, and recovery activities.

The course includes a workbook and videotape, *The Role of the EOC*, which the reader may keep for future reference.

**CEUs:** 1.0

**IS-271 Anticipating Hazardous Weather and Community Risk**

This computer-based course is designed for the emergency manager, who has the responsibility to anticipate and prepare for hazardous weather. This course will prepare emergency managers to meet this challenge by:

- Enhancing their ability to **recognize potentially hazardous weather and flooding situations** and how they may affect your community
- Familiarizing them with NWS products so that you understand how to **use and interpret forecasts**
- Encouraging them to **develop a partnership** with the NWS well in advance of a threat

The course has four main sections and concludes with a case study of the flooding in Fort Collins in 1997. It is located at <http://www.fema.gov/emi/crslist.htm>.

**Technical Requirements:** Windows 95, 98, 2000, or NT 4.0; Intel Pentium Processor, 133 MHz or faster (recommended), Windows-compatible sound card, (4x or greater) CD-ROM drive, 16 MB RAM; Netscape or Microsoft Internet Explorer (Version 4x or higher recommended).

**IS-279 Retrofitting Flood-Prone Residential Buildings**

EMI recommends that participants take this Independent Study course prior to attendance at EMI's more technical Resident course of the same title (E279). The course provides users with an overview of retrofitting, the National Flood Insurance Program (NFIP), and minimum requirements of floodplain management as it relates to retrofitting methods and parameters that influence retrofitting decisions.

This course format is programmed instruction which allows you to work at your own pace.

**CEUs:** 1.0

**IS-288 Role of Voluntary Agencies in Emergency Management**

This Independent Study course is intended to educate the reader about the vital role that voluntary agencies play as key partners in providing disaster relief services throughout the entire emergency management cycle (i.e., mitigation, preparedness, response, and recovery).

**CEUs:** 1.0



**IS-301 Radiological Emergency Response**

This course is a prerequisite to the Resident course, S301, *Radiological Emergency Response Operations (RERO)*. The goal of this Independent Study course is to provide a learning experience in which participants demonstrate a comprehensive understanding of radiological protection and response principles, guidelines, and regulations that will prepare them for the operations course (RERO).

**CEUs:** 1.0

**IS-324 Community Hurricane Preparedness**

This computer-based course is designed to provide basic information about how hurricanes form, the hazards they pose, how the National Weather Service forecasts hurricanes, and what tools and guiding principles can aid decisionmakers.

**The IS-324 CD-ROM is available only to members of the emergency management community and officials with decisionmaking responsibility at the local, State, and Federal levels who work with hurricane-prone communities.**

The course is available to anyone on the Web. Go to <http://training.fema.gov/emiweb/IS324.htm>

**Technical Requirements:** Windows 95, 98, or NT 4.0; Intel Pentium Processor, 133 MHz or faster (recommended); Windows-compatible sound card; 4x or greater CD-ROM drive; 16 MB RAM; and Web browser software: Netscape Communicator (4.x recommended) or Microsoft Internet Explorer (4.x recommended).

**CEUs:** 1.0

**IS-330 Refresher Course for Radiological Response**

This individualized instruction is available on videotape and workbook for the individual to review monitoring techniques, protective actions, and radiation information for all types of radiation emergencies. **Access to a ½"-VHS video player and television is required.** The videotape may be kept for future refresher training. CD-ROM format is available with the following hardware requirements:

1. Minimum of an IBM-compatible Pentium 90
2. 16-bit sound card and speakers
3. 800 x 600 screen resolution
4. 16-bit color minimum
5. Windows 3.1 or 95/98

**Prerequisite:** Successful completion of *Fundamentals Course for Radiological Response*. Participants should submit a copy of their certificates along with the enrollment application.

**CEUs:** 1.0

**IS-346 Orientation to Hazardous Materials for Medical Personnel**

This self-study guide is designed to prepare medical and hospital personnel to analyze hazardous materials situations, take the necessary steps to assure medical provider safety, and identify appropriate resources for decontamination and medical care. This course serves as the prerequisite for the field (Non-Resident) course, *Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)* (G346).

**CEUs:** 1.0

**IS-362 Multi-Hazard Emergency Planning for Schools**

EMI recommends that participants take this Independent Study course prior to attending EMI's Resident course of the same title (E362). The goal of the IS course is to help the reader recognize that schools need to plan and be prepared for all types of disasters. As a result, emergency planning is not a one-time process but is continual, using lessons learned from drills and real emergencies and other guidance to strive for constant improvement of the plan.

**CEUs:** 1.0

**IS-386 Introduction to Residential Coastal Construction**

This Independent Study course will introduce you to basic information about residential coastal construction. The course content is presented in nine units. Some of the unit topics are coastal environment, regulatory requirements, identifying hazards, siting, and financial and insurance implications. The course also includes a pre-test, self-check reviews, unit exercises, glossary of terms, and final examination.

**Recommended:** This is a very comprehensive, advanced-level course. The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with science knowledge are also part of the recommended audience.

**CEUs:** 1.4

**IS-393 Introduction to Mitigation**

This Independent Study course provides an overview of the basic mitigation knowledge that is needed to initiate interested parties into the field of mitigation and hazards threatening the community. It includes information about community mitigation strategies, responsibilities, and resources, and about building a program.

Completion of this course is a prerequisite for participation in G393, *Mitigation for Emergency Managers* course.

**CEUs:** 1.0

**IS-394 Mitigation for Homeowners**

This Independent Study course is designed for homeowners and small businesses to introduce them to mitigation and assist them in identifying the natural hazards which affect their community and to which they are most vulnerable, what potential risks could affect their home during disasters, and in determining which mitigation actions they should undertake to reduce the risk of potential damage to their family, home, and property from disaster.

It provides the homeowner with nontechnical mitigation techniques for the home, both pre-disaster (preventive) and post-disaster (corrective) that will reduce disaster costs and the impacts of natural hazards.

**CEUs:** 1.0

**IS-513 The Professional in Emergency Management**

This course is for any professional in emergency management or anyone who is looking for a career in the profession. It is designed to give a broader professional outlook for versatile emergency managers. These professionals will be able to coordinate outside the home jurisdiction and apply skills to hazards and circumstances in any part of the country.

There are two parts to this book. One part is an orientation to the national assets coordinated by FEMA and the Federal role in disaster management. The other part is devoted to increasing knowledge of a wider range of hazards. We have joined these two different topics in one book because they represent the broader field of emergency management.

**CEUs:** 1.0

**IS-600 Special Considerations for FEMA Public Assistance Projects**

Special considerations are issues, other than eligibility, that affect the scope of work and funding for FEMA Public Assistance projects. These issues include insurance, hazard mitigation, environmental considerations, and historical considerations. Noncompliance with these issues can result in applicant loss of funding, delays in project approval, legal action, and negative publicity. Timely identification and resolution of special considerations issues can prevent these consequences. This new Independent Study course provides a baseline for identifying special considerations issues, guidelines for applicant documentation, and steps for timely resolution.

**Selection Criteria:** The target audience for this course includes FEMA staff, State, Tribal, and local disaster workers with assignments in FEMA's Public Assistance Program.

**Course Length:** 1–3 hours

**CEUs:** .2



**IS-630 Introduction to Public Assistance Process**

This CD-ROM course is an introductory level course in FEMA's Public Assistance process. It includes four units of instructions covering such topics as an overview, eligibility, kickoff meeting, project formulation, and small project validation. The materials include a section on "How to take this course," an interactive summary activity, and a resource center which includes public assistance policy publications, forms, glossary, link to FEMA's Web site, and an end-of-course examination.

**Selection Criteria:** FEMA Public Assistance staffs including Disaster Assistance Employees and other FEMA Program staffs; State, Tribal, and local emergency management staffs with responsibilities in FEMA's Public Assistance Program. Highly recommended for nonpublic assistance personnel who need a basic understanding of the process.

**Course Length:** 1–3 hours

**CEUs:** .2





## Training Division Faculty and Staff

### SUPERINTENDENT

**Stephen G. Sharro.** Previous experience: Extensive experience in adult education and training with FEMA and with the Department of Defense. Assignments include Deputy and Acting Director of Education, U.S. Army Europe; Chief, Operations, U.S. Army Europe; Director of Education, 7<sup>th</sup> Army Training Command; and education leadership positions with HQ Department of the Army; Fort Ritchie, Maryland, U.S. Army Southeast Asia, and U.S. Army Engineer School. Education: B.S., Indiana University of Pennsylvania; M.S., University of Southern California; U.S. Army War College.

### FACULTY AND STAFF

**Karen J. Andrew.** Secretary. Integrated Emergency Management Branch. Provides clerical support for Branch staff. Responsible for micropurchases; travel arrangements; credit card purchases; time and attendance; and other miscellaneous administrative duties. Previous experience: 10 years in the secretarial field. Education: Graduated Catocin High School, 1991; attended Abbie Business Institute, 7/91-4/92, Executive Secretary Certificate.

**Loretta Arscott.** Secretary. Office of the Superintendent. Responsible for supporting the Superintendent. Previous experience: Division Director's Secretary; Consumer Safety Technician DHHS/FDA; Office Director's Secretary; International Affairs Specialist Trainee USDA/ARS. Education: Currently attending UMUC; USDA/Graduate School-Aspiring Leader Program Graduate.

**Daphne S. Bageant.** Secretary. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsible for time and attendance; calendar of events; micropurchase of credit card items, various secretarial and administrative duties. Previous experience: 12 years in the secretarial field. Joined FEMA in 1996. Education: Various computer classes at Lord Fairfax Community College.

**Duane Baltz.** Education Specialist. Employee Development Branch. Responsible for applying performance improvement technology that will enable employees to effectively perform their jobs. Previous experience: Program director for fire and emergency management at the National Association of Counties. Education: B.A., History and Government with teaching certificate, Iowa State University; M.P.A., American University; certification to teach front-end analysis and job aid development.

**Dynia Beaty.** Employee Development Specialist. Employee Development Branch. Currently monitoring and providing training opportunities for FEMA's administrative support personnel and para-professionals. Responsible for selecting faculty, developing course criteria and objectives, evaluating training, and supporting and advising organizational training initiatives. Previous experience: assisting branch specialist with course design and advisor of ad hoc administrative group.

**Joseph K. Bills.** Training Specialist. Mitigation Branch. Responsible for course development and deliveries, recruitment of students and faculty, and support of courses in mitigation, dam safety, and animals in disaster. Previous experience: disaster planning and response for State government and the U.S. Navy. Education: B.A., Political Science.

**B. Wayne Blanchard.** Higher Education Project Manager. Readiness Branch. Manages FEMA's Emergency Management Higher Education Project. FEMA's Commissioner to the IAEM Certified Emergency Manager Commission. Disaster Experience: Hurricane Andrew, Mid-West Floods of 1993, Northridge Earthquake. Adjunct faculty Shenandoah University. Education: Ph.D., University of Virginia, 1980. B.A., Political Science, UNCC, 1974. Minor in Theology, Mount St. Mary's College, 1994-1995. Graduate work in Theology, Mount St. Mary's Seminary, 1996-1998.

**Daniel L. Bondroff.** Training Specialist. Mitigation Branch. Responsible for course management in the mitigation curriculum area. Previous experience: EMI faculty member since 1987; 10 years as a guidance counselor and program manager for the Army Continuing Education System. Education: B.A., Psychology; M.A., Psychology; additional graduate work in Education.

**Stephen M. Borth.** Training Specialist. Readiness Branch. Responsible for Radiological Emergency Preparedness (REP) and Incident Command System (ICS) training programs. Previous experience: Technological Hazards Program Specialist, FEMA Region I, 1989-1991; Emergency Programs Specialist; U.S. Department of Agriculture, 1991-1992; EMI Training Specialist since 1992. Education: B.S., Education; M.A., Political Science.

**Bonnie L. Butler.** Chief. Mitigation Branch. Responsible for planning and management of EMI curricula to support FEMA's Mitigation programs. Previous experience: instructor, developer and manager of curricula for government and secondary schools. Education: B.A., English; M.A., English Education, U.S. Army War College.

**Richard W. Callis.** Deputy Superintendent. Emergency Management Institute. For the 3 years prior to taking this position, was the Integrated Emergency Management Branch chief, duty stationed at the Conference and Training Center, Mount Weather. Prior to that, was the team leader for the Integrated Emergency Management Team and also managed the Professional Development Series of courses. Prior to joining Federal service, managed a State training program for 12 years. During that time, also served as an instructor for a business management program for a private college. Education: B.S., Business Administration; M.S., Education.

**Gary L. Chase.** Education Specialist. Distance Learning Branch. Responsible for course deliveries, course content and criteria, faculty recruitment and selection, and development support for *Management and Supervision of Training* (E601) and *Course Development* (E604), part of the Master Trainer Program, plus the *Basic Instructional Skills* (G265) course. Previous experience: FEMA Region V Training Manager, Administrative Officer, and Disaster Assistance Employee. Instructor, secondary school system. Education: B.S., Education, 60+ hours in Education.

**Ray Chevalier.** Training Specialist. Integrated Emergency Management Branch. Responsibilities include lead course and curriculum manager for the Integrated Emergency Management Course team; revise/develop course content; assist in contract faculty recruitment and selection. Previous experience in National Security, Technical Programs curriculum; served in U.S. Air Force Disaster Preparedness for 12 years. Education: B.A., Liberal Arts.

**Linda Choha.** Training Specialist. Disaster Operations and Recovery Branch since 1992. Previous experience: Region II Disaster Assistance Employee, Information Management System Chief; in 1995 transferred to Virginia National Processing Service Center - Project Monitor, Inspection Services Field Coordinator, Inspection Services Reviewer/Inspector, Applicant Assistance/Hotline Pilot participant, National Emergency Management Information System Human Services development and testing, instructor for National Emergency Management Information System Orientation for Virginia National Processing Service Center staff. Education: Associate's degree, Business Administration and Accounting.

**José D. Cortés.** Training Specialist. Integrated Emergency Management Branch. Responsible for *Radiological Emergency Response Operations* course development and deliveries, course content and criteria, and recruitment and selection of contract faculty. Education: B.G.S., Business.

**Martin L. DiGregory.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for Public Assistance Program training, including *Public Assistance Officer*, *Public Assistance Operations II*, and *Debris Operations*. Previous experience: Public Assistance Program office POC for employee performance standards and training. Program POC for development of EMI independent study and resident courses. Education: B.S., Mathematics, Florida Southern College.

**Susan M. Downin.** Television Producer. Distance Learning Branch. Responsible for managing the Emergency Education NETwork (EENET), program development, marketing, production, and budgeting. Previous experience: accounting, publishing, writing and development of training publications for private industry. Conference coordination and development, housing and admissions coordination for Federal government.

**Deborah M. Evans.** Training Specialist. Mitigation Branch. Responsible for course deliveries, course content and criteria, and development of NEMIS—Mitigation in-house and field training. Previous experience: Instructor for the State of Maryland's Correctional Education Department. Instructor and developer of automation training for the U.S. Department of Energy, U.S. Department of Defense, and the U.S. Patent and Trademark Office. Education: B.A., Art; M.Ed., M.S., Reading; and additional coursework in Computer Science.

**Lowell D. Ezersky.** Training Specialist. Integrated Emergency Management Branch. Manages the comprehensive Exercise Curriculum and the Master Exercise Practitioner program; serves as course manager and as a chief exercise controller for various Integrated Emergency Management Courses. Thirteen years with FEMA, 5 years with Nebraska Civil Defense Agency. Education: B.A., History; M.A., Education, all Ph.D. work except dissertation, Community and Human Resources/Leadership Development for Specialized Programs in Adult Education.

**Albert H. Fluman.** Chief. Integrated Emergency Management Branch. Responsibilities: 20 years in the emergency management field developing, conducting, and evaluating disaster and special event exercises for Federal, State, and local governments, private industry, and airports. Participated in the development and revision of numerous courses at EMI including the Integrated Emergency Management Course (IEMC) series. Education: B.A., Political Science; M.P.A., Public Administration.

**Juliann Frantz.** Training Specialist. Readiness Branch. Responsible for assisting with Chemical Stockpile Emergency Preparedness Program training. Previous experience: Emergency Management Higher Education Project Assistant. Education: B.S., Sociology.

**J. Thomas Gilboy.** Training Specialist. Readiness Branch. Responsible for managing the Professional Development Series, the Advanced Professional Series, and various other courses including Integrated Financial Management Information System Training. Previous experience: 28 years of Federal service with FEMA and predecessor agency in programs that cover all phases of emergency management; 6 years in training; Master Trainer Program graduate; Community Relations Field Officer; and Certified Emergency Manager. Education: B.A., M.A., all Ph.D. work but dissertation, English.

**Elizabeth C. Gober.** Supervisory Training Specialist. Employee Development Branch. Responsible for leadership, executive, and individual skill development; customer service, communications, and mandatory training; and outsourced Web-based training. Previous experience: Instructional design, delivery and employee development for defense and community service organizations. Education: B.S., Communications; M.A., Counseling.

**Gloria Stochek Goble.** Training Specialist. Office of the Director of Training. Responsible for special projects. Previous experience: Ms. Goble most recently came to EMI from FEMA's International Affairs Division where she served as the U.S. Secretariat of the United States/Canada Consultative Group and was FEMA's representative to the General Secretary for Civil Protection within the Hellenic Republic. She has also worked in support of FEMA's NATO mission. Prior to working in International Affairs, she was on the staff of EMI where she served as Group Leader for the Natural Hazards Group, the Management and Policy Development Group, and the Information and Technology Utilization Group. She was also responsible for development of FEMA's First Consequence Management of Terrorism initiatives and served on the internal PT&E Terrorism Task Force. Ms. Goble joined the Federal government in 1978 when she accepted a position with the Federal Insurance Administration. Education: B.S., Education, from the State University of New York and she taught both elementary school and mentally handicapped children.

**H. Marie Harkenrider.** Education Specialist. Disaster Operations and Recovery Branch. Course Manager for *Response Operations* Course, Regional Support Team (RST) training, *Managing FEMA Staff on Disaster Operations*, and *Mission Assignment* courses including regionally delivered courses. Special Assistant on the ERT-N Red Team. EMI faculty member since 1983. Previous experience: State Training Officer, Minnesota Division of Emergency Services. Education: B.A., Mathematics; Secondary Education Teaching Certificate.

**Eileen Harrison.** Program Analyst. Office of the Superintendent. Responsible for financial and personnel management. Joined FEMA in 1979. Previous experience: Health and Human Services, Food and Drug Administration, Bureau of Drugs; and Maryland State Income Tax Division.

**Mollie C. Herrick.** Training Specialist. Distance Learning Branch. Responsibilities include coordination of all intranet and Internet activities for EMI, development of Web-based materials, and Master Trainer Course Manager. Previous experience: More than 10 years in State and local emergency management training. Education: B.S., Education; M.S., Education Instructional Technology.

**Chad D. Heupel.** Broadcast Operations Manager. Distance Learning Branch. Responsible for the engineering and operational readiness of the television facility and all its components at NETC. Served 5 years as Broadcast Officer for the North Dakota Army National Guard and as the NETC TV Studio Manager since 1992. Education: B.S., Broadcast Journalism; B.S., Broadcast Production.

**Dennis R. Hickethier.** Supervisory Education Specialist. Distance Learning Branch. Responsible for managing and coordinating activities of the Distance Learning Branch. These include the independent study program, Internet activities, the Emergency Education Network, and regional coordination. Previous experience: 10 years with FEMA coordinating the Master Trainer Program and Internet activities, and developing and conducting various training courses, plus 17 years with the Department of Army as an Education Specialist or Education Services Officer. Education: B.A., Psychology; M.S., Educational Psychology.

**Thomas Hirt.** Training Specialist. Mitigation Branch. Responsibilities: Course manager for classes and resident and Independent Study Managing Floodplain Development through the National Flood Insurance Program classes and others. Previous experience: FEMA employee since 1987. Worked as an Emergency Management Program Specialist with responsibilities in the REP, DC&W, National Preparedness, DAP, and other programs. Training Specialist for the NFA and administered the TRADE Program. Education: B.S., Psychology and English major. M.S., Social Work. Thesis on adult education and training.

**Samuel P. Isenberger.** Training Specialist. Mitigation Branch. Program Manager for the Community Emergency Response Team Program. Coordinate with the National Weather Service on development of weather-related training. Manage FEMA and NWS training for emergency managers at the National Hurricane Center. Coordinate delivery of training at the National Hurricane Conference. Education: B.A., Business Administration; M.S., College Counseling; M.Ed., Special Education.

**K. Bryan Johnson.** Employee Development Specialist. Employee Development Branch. Previous experience: With FEMA since 1990. Briefing Specialist on the Emergency Support Function (Blue Team)—Information and Planning; 6 years of experience in exercise program; 2 years of experience in the National Preparedness Directorate. Before coming to FEMA, employed by the State Department and the National Park Service/Park Police. Education: 6 years U.S. Army/Nuclear, Biological, Chemical Operations Specialist. B.S., Mathematics.

**Patricia LaBrosse.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course deliveries, course content and criteria for Response and Recovery courses, and development of Information Technology (IT) yearly curriculum. EMI point of contact for new NEMIS Training and Proficiency Environment (TPE). Previous experience: personnel specialist, administrative officer, network administrator, and emergency management specialist. Education: Red Rock College-Colorado; CNE.

**Arlene S. Lawson.** Employee Development Specialist. Employee Development Branch. Responsible for developing, managing, and administering various training programs for Agency employees. Previous experience: responsible for development of mandatory training programs (Ethics; Cultural Diversity; HIV-AIDS; LIMS II; Safety and Health; Records Management; Telework; Worker's Compensation for Supervisors/Managers); co-managed the *Instructional Delivery for Subject Matter Experts* course at EMI and managed the *Dealing with Negative Attitudes in the Workplace* course at Headquarters; and as a developer of the annual catalog of training opportunities for FEMA employees. Education: Strayer University and continuing adult education courses.

**Thomas E. Marlowe.** Training Specialist. Disaster Operations and Recovery Branch. Responsibilities: NEMIS Training Team Leader, EEO/ERO curricula. Specific courses: Mass Fatalities, Emergency Response to Criminal and Terrorist Incidents, Evacuation and Re-entry Workshop, and FEMA RR&R internal courses. Previous experience: Federal—Faculty at EMI 12 years, instructor/developer for Department of State's Bureau of Diplomatic Security Anti-Terrorism Assistance program, responded to several Federally declared disasters. Previous experience: Emergency Management Director, Marion County (West Virginia), Chief, Marion County Rescue Squad, Instructor (EMS), Fairmont (West Virginia) State College, firefighter, Rivesville (West Virginia) Volunteer Fire Department. Education: A.B., Education, Fairmont State College; M.A., Instructional Communication, West Virginia University.

**Philip P. McDonald.** Training Specialist. Integrated Emergency Management Branch. Responsibilities include managing the Master Trainer Program and providing course management functions for assigned Integrated Emergency Management Courses (IEMCs). Previous experience: 19 years with FEMA in various management and staff positions within EMI. Education: B.A., Political Science; M.P.A., Public Administration.

**Kathy D. McKoy.** Chief. Customer Services Unit. Employee Development Branch. Responsible for program management of Customer Service training and survey operations; course content and criteria, development and delivery; and support for Community Relations Cadre training. Previous experience: Instructor, developer, designer, customer service facilitator, employee development specialist. Education: B.A., Business Management, Concord College and Howard University; currently pursuing M.P.A. at LaSalle University.

**Sherill A. McQuain.** Program Coordination Assistant. Mitigation Branch. Responsible for locating, reviewing, and summarizing information from files and documents relevant to assigned projects; responds to inquiries concerning programs and activities; assists specialists in setting up conferences, coordinating necessary procurements for supplies, materials, and services; makes travel arrangements; assists in planning and coordinating the overall office activities. Previous experience: Secretary, Department of Defense Army Education Center, Legal Assistant for Blue Cross and Blue Shield's Legal and Legislative Affairs Department; Secretary for Multifamily Housing Division, Department of Housing and Urban Development. Education: Certificate in Executive Secretarial Science.

**Maria Mendoza Moore.** Training Specialist. Disaster Operations and Recovery Branch. Previous experience: Joined FEMA in 1993. Supervisory Instructional Systems Specialist for the curriculum development of technical course for the Naval Reserve. Faculty member of the Defense Industrial Security Institute, the Defense Language Institute, and part-time instructor at the Harrisburg Area Community College. Education: B.A., Southwest Texas State University and has done graduate work at the University of Texas at San Antonio and Southwest Texas State University.

**Phillip Moore.** Training and Exercise Specialist. Integrated Emergency Management Branch. Responsible for Integrated Emergency Management Course (IEMC) development, content, faculty recruitment and selection, and delivery, with emphasis on consequences of terrorism, hazardous materials, and natural disasters affecting communities. Previous experience: Course manager for DoD Senior Officers Nuclear Weapons Accident course and instructor for numerous other emergency management courses offered by the military and the State of Texas for local communities. Education: B.S., Microbiology; M.B.A., Business Administration. Retired U.S. Air Force Officer.

**Jennifer A. Ogle.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course deliveries, course content, faculty recruitment and selection, and development support for Emergency Planning for Special Needs Populations and Readiness, Response and Recovery Directorate's Individual Assistance courses. Previous experience: 7 years with the Training Division. Education: B.S., Psychology.

**Tracy L. Orndorff.** Secretary (OA). Office of the Superintendent. Responsibilities: Secretary for the Deputy Superintendent. Previous experience: 14 years in the secretarial/clerical field.

**John N. Peabody, Jr.** Chief. Readiness Branch. Previous experience: Assistant Director, Maryland Emergency Management Agency; Natural Disaster Program Manager, U.S. Army Corps of Engineers, Baltimore District; EMI faculty member since 1987. Education: B.A., Government; M.Ed., Education.

**Virginia Richards.** Secretary. Disaster Operations and Recovery Branch (OR). Responsibilities: Provide secretarial support to the Chief, OR and office staff. Previous experience: 25 years of secretarial and administrative experience in various Federal agencies.

**Garry Sale.** Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsibilities: Serve as instructor and briefer for CTC activities. Coordinate and manage classroom set up. Responsible for CTC maintenance management and repairs. Act for and support Branch Chief in operations and management of miscellaneous CTC activities. Previous experience: 36 years with Federal government, to include FEMA, FPA, GSA, and Army Corps of Engineers. Education: B.S., Forestry and Wildlife; M.B.A., Management.

**Vilma Schifano-Milmoe.** Regional Liaison and Training Specialist. Distance Learning Branch. Project Officer, Independent Study Program. Previous experience: Director, Preparedness, Training and Exercise Division, and Director, Regional Operations Center, Region II; Director, Federal Energy Management Program in Region II, Department of Energy; Executive Director, Greater Los Angeles Federal Executive Board (of Southern California, Arizona, and Nevada), Department of Justice, Special Projects; administrative officer for Surgical Service, director's special assistant, management analyst, and personnel management specialist, Veteran's Administration Medical Center in Long Beach, California. Special assignments: President's Council on Management Improvement and President's Task Force, Los Angeles Riots. Education: B.A., Political Science and Community Services from Wilkes University; M.A., Public Administration with Full Fellowship, Marywood University; alumnus, Presidential Management Intern Program.

**Glenna Shifflett.** Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Responsibilities include scheduling conferences and training at the Conference and Training Center, Mount Weather; finalizing conference preparations and logistics; preparing financial statements for other agencies conferences. Previous experience: scheduling activities at CTC since 1985. Education: 2 years of college.

**Peter Smith.** Chief. Disaster Operations and Recovery Branch. Previous experience: environmental and capital improvements planning for regional planning commissions in Missouri; Flood Insurance Specialist, Federal Insurance Administration, FEMA Region VII; Program Manager for long-term curriculum planning, NETC; natural hazards Training Program Manager, EMI; Chief, Field Training and Coordination Division, EMI; Chief, Curriculum Planning and Evaluation Division, EMI. Education: B.S., Geography; M.S., City and Regional Planning; Education certification.

**Linda K. Straka.** Training Specialist. Readiness Branch. Responsible for needs analysis, course design, course development, course delivery, and course evaluation for traditional classroom and distance learning environments. Also responsible for the development and implementation of emergency management training for Tribal nations. Previous experience: instructor, developer, and manager of training and education curriculum for secondary and college systems. Education: B.A., Business; M.A., Business; Certification in Data Automation; graduate education in Counseling.

**Susanne E. Thompson.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course design, creation of materials and Web sites and faculty selection for NEMIS Human Services resident and field courses. Previous experience: introduction of scanning in NPSC business process, NEMIS Imaging Pilot Program 1996-1997. Applicant Assistance Processing at the FEMA Virginia National Processing Service Center 1995-1997. Current part-time legal practice with the West Virginia Legal Service Plan. Education: B.S., Political Science, Programming and Information Systems, 1988; J.D. University of Maryland, 1993.

**Jennifer S. Tokar.** Training Specialist. Employee Development Branch. Responsibilities: Training space negotiations for the new FEMA Headquarters building, front-end analysis duties. Previous experience: Joined FEMA in 1991 as a Management intern; 2 years in FEMA's State and local to the Assistant Associate Director; 6 years as a Training Specialist with the Response and Recovery Branch of the Emergency Management Institute. Education: B.A., Psychology, 1991, from George Mason University; 1998 graduate of the Women's Executive Leadership Program.

**Char L. Virgil.** Training Specialist. Mitigation Branch. Responsible for course delivery, course content and criteria, faculty recruitment and selection, and development support for EMI mitigation courses. Previous experience: EMI administrative support, customer service facilitator, public affairs director/news anchor, and public school assistant teacher. Education: B.A., Mass Communications and graduate of EMI's Master Trainer Program.

**Peter K. Vogel.** Training Specialist. Distance Learning Branch. Responsibilities: course manager for *Basic* and *Advanced Public Information Officers* courses. Producer of the Emergency Education Network's (EENET) award-winning monthly news magazine "National Alert." He also produces other EENET broadcasts and many of the training videos used in EMI and National Fire Academy courses. Previous experience: Has been involved in emergency management training since 1978 when he started working for the Civil Defense Staff College in Battle Creek, Michigan. He was part of the founding members of EMI when the Staff College moved here in the fall of 1980. Since then, he has designed and managed many of EMI's courses including the *Exercise Design* course, the *IEMC Earthquake* and the *Basic* and *Advanced Public Information Officers* courses. He also has been a guest instructor at York College of Pennsylvania and Mount St. Mary's College in Emmitsburg, Maryland. Education: B.F.A., Art Education; M.Ed., Education.

**Mary Waller.** Employee Development Branch. Previous experience: 20 years of Federal government service. Employed by FEMA since 1987. Before coming to FEMA, employed by the U.S. Department of Energy and the U.S. Department of Labor. Education: Attended George Washington University.

**Dawn D. Warehime.** Training Specialist. Mitigation Branch. Responsible for course deliveries, course content and criteria, faculty recruitment and selection, and development support for EMI Mitigation courses. Previous experience: 25 years of Federal service; 24 with FEMA and predecessor agency.

**Kenneth L. Whitehead.** Education Specialist. Employee Development Branch. Customer Service Training. Responsible for course content, development, and delivery. Previous experience: 21 years active duty Naval officer, alternating between shipboard duty and education and training commands ashore, 5 years teaching in private and public schools at various levels, 10 years with the Department of the Navy Education and Training activities in San Diego, Washington, DC, and Great Lakes, Illinois. Education: B.A., History; M.A., Human Resources Management, Pepperdine University; M.A., Educational Administration, Villanova University.

**Jasper D. Widener, Jr.** Operations Specialist. Integrated Emergency Management Branch. Mount Weather Emergency Operations Center. Previous experience: USAF Crypto maintenance technician. Craftsman, Private Line Telegraph Systems, AT&T. Federal government service: 23 years as Cryptographic Systems Technician with Department of Navy and FEMA. Attack Warning Officer, NORAD and FEMA Region III at Olney, Maryland.

**Deborah L. Wiles.** Secretary. Distance Learning Branch. Responsible for providing secretarial support to branch staff. Provides video editing and production support to the NETC television studio manager. Previous experience: 26 years in secretarial field and 6 years in video production field. Education: Associate degree work in Video Production and Communications.

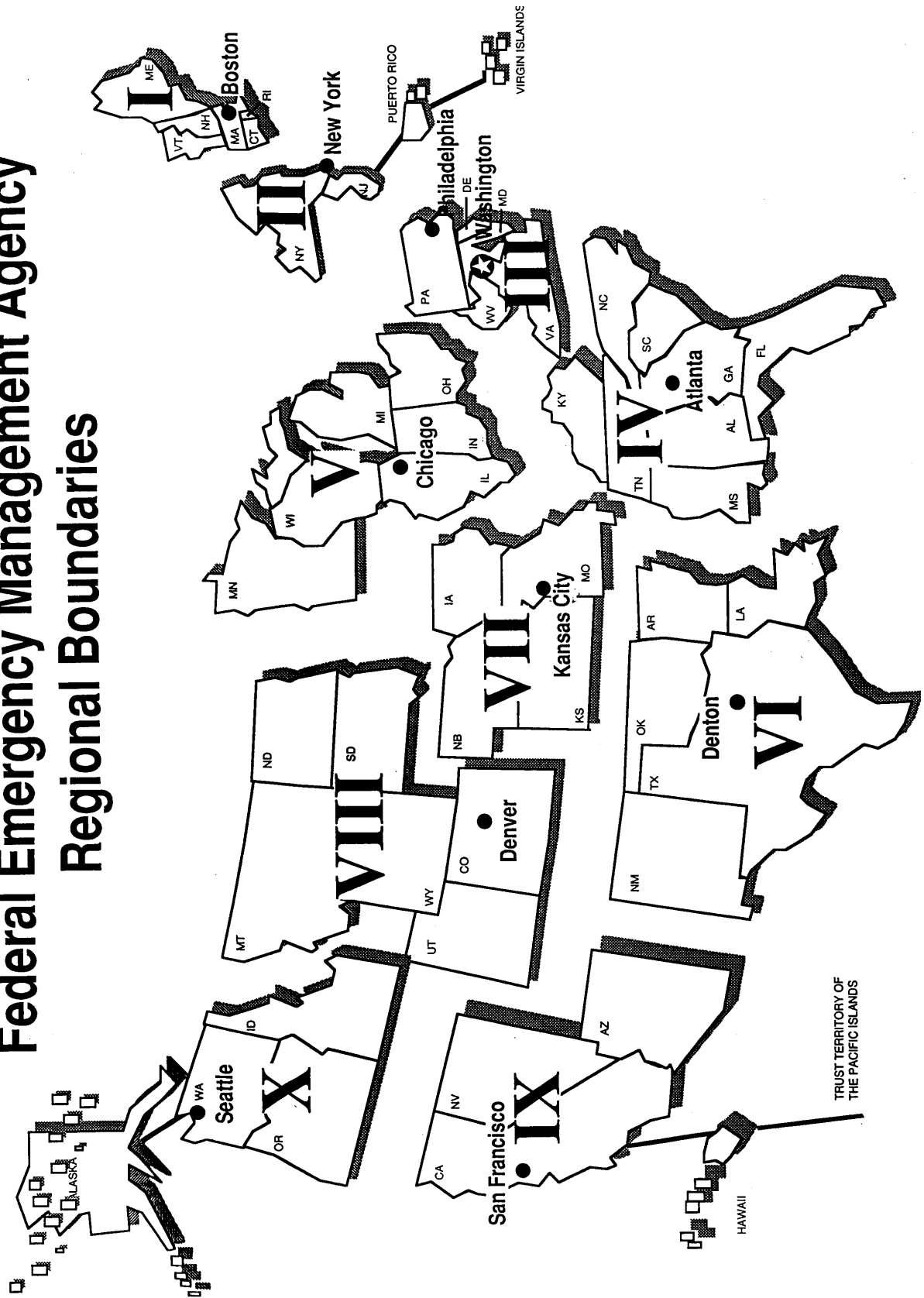
**Laurie A. Wivell.** Training Support Specialist. Office of the Superintendent/Director. Responsibilities: Provide support for course scheduling, printing, etc., for Division staff. Previous experience: 17 years of secretarial experience in various Federal agencies (10 years within FEMA at branch or division level). Education: A.A., Secretarial Science.

**Christopher Yambor.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for course management, course content and delivery, and training cadre recruitment and selection for the NEMIS Infrastructure System. Previous experience: Programmer/Analyst and User Trainer for the U.S. House of Representatives. Education: B.S., Economics.

**Bernice W. Zaidel.** Training Specialist. Disaster Operations and Recovery Branch. Responsible for all aspects of instructional systems design for training activities. Previous experience: designer, developer, instructor, evaluator, and manager for EM training programs at Federal, State, and local level for over 20 years. Education: B.A., M.S., and working on Ed.D. in Adult and Organizational Development.

# REGIONAL AND STATE INFORMATION

# Federal Emergency Management Agency Regional Boundaries





## FEMA Regional Offices

There are 10 FEMA regional offices. Each office is headed by a regional director who reports to the FEMA Director and is responsible for FEMA programs in the region.

### Address

### States Served

#### Region I

Regional Director's Office  
442 J.W. McCormack Post Office and  
Courthouse Building (P.O.C.H.)  
Boston, Massachusetts 02109-4595  
(617) 223-9540  
(617) 223-9550 (Training Office)  
FSN: (617) 551-9550  
Fax: (617) 223-9552 or 223-9638  
E-mail: richard.quinlan@fema.gov

Connecticut, Maine,  
Massachusetts,  
New Hampshire, Rhode Island,  
Vermont

#### Region II

26 Federal Plaza, Room 1338  
New York, New York 10278-0002  
(212) 225-7200  
(212) 225-7018 (Training Office)  
Fax: (212) 225-7733  
E-mail: robert.jones@fema.gov

New Jersey, New York,  
Puerto Rico, Virgin Islands

#### Region III

One Independence Mall Building  
615 Chestnut Street, 6<sup>th</sup> Floor  
Philadelphia, Pennsylvania 19106-4404  
(215) 931-5500  
(215) 931-5569 (Training Office)  
FSN: 553-5569  
Fax: (215) 931-5539  
E-mail:

Delaware, District of Columbia,  
Maryland, Pennsylvania,  
Virginia, West Virginia

#### Region IV

3003 Chamblee Tucker Road  
Atlanta, Georgia 30341  
(770) 220-5200  
(770) 220-5218 (Training Office)  
FSN: (770) 554-5218  
Fax: (770) 220-5433  
E-mail: gayle.alston@fema.gov

Alabama, Florida, Georgia,  
Kentucky, Mississippi, North  
Carolina, South Carolina,  
Tennessee

#### Region V

536 South Clark Street, 6<sup>th</sup> Floor  
Chicago, Illinois 60605  
(312) 408-5500  
(312) 408-5377 (Training Office)  
FSN: (312) 555-5377  
Fax: (312) 408-5222  
E-mail: sharon.wolf@fema.gov

Illinois, Indiana, Michigan, Minnesota, Ohio,  
Wisconsin

**Region VI**

Federal Regional Center  
800 North Loop 288  
Denton, Texas 76201-3698  
(940) 898-5104  
(940) 898-5457 (Training Office)  
FSN: (940) 536-5157  
Fax: (940) 898-5263  
E-mail: kory.gabrielsen@fema.gov

Arkansas, Louisiana, New Mexico, Oklahoma,  
Texas

**Region VII**

2323 Grand Boulevard, Suite 900  
Kansas City, Missouri 64108-2670  
(816) 283-7060  
(816) 283-7033 (Training Office)  
FSN: (816) 537-7033  
Fax: (816) 283-7098  
E-mail: james.nelson@fema.gov

Iowa, Kansas, Missouri, Nebraska

**Region VIII**

Federal Regional Center  
Building 710, Box 25267  
Denver, Colorado 80225-0267  
(303) 235-4812  
(303) 235-4929 (Training Office)  
FSN: 538-4929  
Fax: (303) 235-4857  
E-mail: anne.griffin@fema.gov

Colorado, Montana, North Dakota, South Dakota,  
Utah, Wyoming

**Region IX**

111 Broadway, Suite 1200  
Oakland, CA 94607-4052  
(415) 923-7100  
(415) 923-7106 (Training Office)  
FSN: (415) 539-7106  
Fax: (415) 923-7213 or 923-7214  
E-mail: wayne.schmaling@fema.gov

Arizona, California, Hawaii, Nevada, Guam,  
American Samoa, Commonwealth of the Northern  
Mariana Islands

**Region X**

Federal Regional Center  
130 228<sup>th</sup> Street SW  
Bothell, Washington 98021-9796  
(425) 487-4600  
(425) 487-4603 (Training Office) or  
(425) 487-4684  
FSN: 390-4603  
Fax: (425) 487-4777  
E-mail: kathy.burke@fema.gov

Alaska, Idaho, Oregon, Washington,

## Regional Training Staff

### Region I

**Richard J. Quinlan.** B.A., English/Communications. Experience: 14 years of experience in the emergency management field. Served as Regional Hazardous Materials Program Coordinator from June 1987 to June of 1993. Detailed to the Office of the Regional Director in 1995 to coordinate the Special Olympics World Games in New Haven, Connecticut. State Liaison Officer for the State of Vermont for the last 12 years and have worked in 15 Presidentially declared disasters. Exercise Response 1998 coordinator for all Region I staff and all six New England States. Created and developed Regional Training Lab to enhance computer skills for Region I staff. Regional Training Manager for Regional and State staff. Cadre Manager for the Regional Disaster Field Training Organization (DFTO).

### Region II

**Robert F. Jones.** Has 39 years of Federal Government service, with FEMA, Defense Civil Preparedness Agency (DCPA), Federal Preparedness Agency (FPA), and other Federal agencies. He has a Bachelor of Arts Degree in Political Science and Education from Iona College, New York. He served as Chief of Staff for several presidentially declared disasters, Special Assistant to the ROC Director, and Manager of the Regional Disaster Field Training Program. From 1997 through 1999 he served as the Terrorism Point of Contact with the Department of Defense for the Domestic Preparedness Program as well as the Department of Justice/Federal Bureau of Investigation (DOJ/FBI) for Consequence Management and the Nunn Luger Dominici II Program. He has served as the State Liaison to the New York State Emergency Management Office for disasters from 1994 to the present. For several years, he served as the Regional Fire Representative. Periodically, he acts for the Division Director or Deputy Division Director.

### Region III

(Vacancy at time of printing)

### Region IV

**Gayle Alston.** B.S., Education M.L.S. Library Science. Experience: 4 years as public school librarian, 6 years as Library and Records Manager at the EPA Atlanta Regional Office where responsibilities included computer training; 8 years Health Education Specialist at Agency for Toxic Substances and Disease Registry with responsibilities in delivering adult education programs and overseeing cooperative agreements in environmental health education.

### Region V

**Sharon Wolf.** B.S. Secondary Education and Social Studies, M.S. Educational Psychology. Experience: 10 years advising, counseling and teaching at Alverno College and the University of Wisconsin—Milwaukee School of Education. Seventeen years in the Response and Recovery Division of FEMA Region V, Human Services and Operations and Planning branches. Responsibilities included Individual Assistance and Operations/Planning program management and training of State staff, other Federal agency staff and disaster assistance employees. Regional Training Manager since 1997.

### Region VI

**Kory V. Gabrielsen.** Currently the FEMA Region VI Training Manager and cadre manager for Disaster Field Training Operations. More than 20 years of experience in emergency management, response, exercise evaluation, and adult education. Many years of experience designing and developing training and exercise programs for use by the EPA, DOE, U.S. Coast Guard, and other Federal and State agencies. Served as an emergency manager, hazardous materials officer, fire officer, safety officer, and environmental specialist. More than 10 years allied experience in DOE, Nuclear Facilities. Certifications include: National Environmental Training Association, DOE, OSHA, National Safety Council, and DOT. Continue to serve as a Master Chief in the U.S. Coast Guard Reserve with the Eighth Coast Guard District, Planning and Readiness Staff. Education: B.S., Fire Protection Management.

**Region VII**

**James Nelson.** B.S., Government; M.S., Educational Leadership; M.A. Business. Experience: 24 years as active duty military with the U.S. Army in the field of operations, plans, training, and exercises; training and exercise officer for operational organizations of varying sizes that deployed worldwide; Department of the Army systems integrator, developed and implemented fielding plans incorporating personnel, training, and exercising with new aviation hardware systems; director of professional development training program for Army executive leadership; 6 years of experience as emergency services director for American Red Cross; managed disaster response, planning and mitigation, training and exercises for large metropolitan area; member of the American Red Cross National Disaster Response Team, deployed to Federally declared disasters involving floods, hurricanes, and terrorism.

**Region VIII**

**Anne Griffin.** B.A., French Language and Literature; M.S., Education (Teaching English as a Second Language). Responsible for Regional Training and Education Programs; administration and conduct of the major training and exercise programs of the State and Tribal governments in the region; program evaluation. Experience: developer and manager of training and education curriculum for the U.S. Air Force School of Aerospace Medicine (USAFSAM); instructor and developer of English as a Second Language curriculum for the Defense Language Institute English Language Center (DLIELC); 13 years teaching English as a Second Language at university and adult education levels in the United States and Italy.

**Region IX**

**Wayne E. Schmaling.** B.S., History and Business. Experience: 24 years of operations, training, and university-level instructional experience with the Department of Defense. Regional coordinator for Disaster Field Training Organization (DFTO) and National Defense Executive Reserve (NDER) Cadres. Member of Regional Awards Review Team and Safety Committee.

**Region X**

**Kathy J. Burke.** B.A., Health and Physical Education; M.A., Counseling; C.A.S., Education Counseling. Experience: Civil servant for 20 years. I began my Federal career on active duty with the U.S. Air Force. This led me to several job opportunities on military bases working in the field of education and counseling. I worked as an education counselor, and as a family support counselor with the U.S. Air Force statewide and overseas for 10 years. The past 10 years I have been the Regional Training Manager for FEMA Region X. In this role, I manage employee development for full-time and intermittent employees. I manage the regional DFTO Cadre. I have worked on many projects to design and deliver training activities within the agency and in coordination with other Federal agencies or academic institutions. I am a member of the American Society for Training Development (ASTD), SALT, International Association of Emergency Managers (IAEM), and the Seattle Federal Executive Board (SFEB) Learning Council.

## State Training Offices

### REGION I

#### **Connecticut**

Training Officer  
Connecticut Office of Emergency Management  
360 Broad Street  
Hartford, Connecticut 06105-3706  
(860) 566-8517  
Fax: (860) 247-0664  
E-mail: peter.sandgren@po.state.ct.us

#### **Maine**

Training Director  
Maine Emergency Management Agency  
72 State House Station  
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## Index of Courses and Topic Areas

### Categorized by NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

*The National Fire Protection Association (NFPA) 1600 standard establishes a common set of criteria for disaster management, emergency management, and business continuity programs. The purpose of the standard is to provide those with the responsibility for disaster and emergency management and business continuity programs the criteria to assess current programs or to develop, implement, and maintain a program to mitigate, prepare for, respond to, and recover from disasters and emergencies. NFPA 1600 was developed in cooperation with representatives from the Federal Emergency Management Agency, the National Emergency Management Association, and the International Association of Emergency Managers.*

*EMI supports NFPA 1600 by providing activities that include training and education in all the program elements in the standard. These same program elements are included in FEMA's Capability Assessment for Readiness (CAR) that is used by the States to assess their emergency management programs.*

Course Code	Course Title	Laws & Authorities	Hazard Identification/ Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
E136	Exercise Development					X			X		X	X		
E202	Debris Management					X	X		X					
E207	Mitigation Field Operations			X					X					
E208	State Coordinating Officer								X					
E210	Recovery from Disaster: The Local Government Role					X			X					
E234	Digital Hazard Data		X	X		X								
E253	FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance	X			X	X	X		X	X	X	X		X
E260	HMGP/Grants Administration Course			X										X
E263	Managing the HMGP for States			X										X
E273/ L273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	X	X	X		X			X					X
E276	Benefit-Cost Analysis: Entry-Level Training			X		X								X
E278	National Flood Insurance Program/Community Rating System (NFIP/CRS)	X	X	X		X			X					X
E279	Retrofitting Flood-Prone Residential Buildings	X		X		X								X

Course Code	Course Title	Laws & Authorities	Hazard Identification/ Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
E282	State Community Relations					X			X				X	
E288	State Donations Management Course				X	X	X		X	X			X	X
E304	Radiological Emergency Preparedness (REP) Exercise Evaluation				X	X	X		X	X			X	X
E307	Basic Hazards U.S. (HAZUS) Training		X	X		X	X							X
E308	Using HAZUS in Mitigation Planning		X	X		X							X	
L324	Introduction to Hurricane Preparedness		X	X		X	X							
E329	Multi-Hazard Building Design Summer Institute (MBDSI)—Flood Protective Design		X	X										
E330	Multi-Hazard Building Design Summer Institute (MBDSI)—Earthquake Protective Design		X	X										
E331	Multi-Hazard Building Design Summer Institute (MBDSI)—Wind Protective Design		X	X										
E333	Multi-Hazard Building Design Summer Institute (MBDSI)—Fire Safety Design		X	X										
E334	Multi-Hazard Building Design Summer Institute (MBDSI)—Advanced Earthquake Protective Design		X	X										
E335	Multi-Hazard Building Design Summer Institute (MBDSI)—Dam Safety Design			X										
E340	Radiological Emergency Preparedness (REP) Planning	X	X			X	X	X	X	X	X			
E341	Radiological Accident Assessment Concepts (RAAC)		X									X		
E354	Crisis Counseling Grant Program Course (Basic)	X				X			X		X		X	
E355	Crisis Counseling Grant Program Course (Advanced)	X				X			X		X		X	
E362	Multi-Hazard Emergency Planning for Schools TTT		X	X	X	X	X	X	X	X	X	X	X	X

Course Code	Course Title	Laws & Authorities	Hazard Identification/ Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
E376	State Public Assistance Operations	X	X	X		X	X		X	X				X
E386	Residential Coastal Construction	X	X	X										
E388	Advanced Public Information Officers					X			X				X	
E408	Terrorism Planning Course	X	X		X	X	X	X	X	X			X	
E417	Community Emergency Response Team (CERT) TTT			X	X	X	X	X	X		X		X	X
E436	Earthquakes: A Teacher's Package for K-6 TTT		X	X	X	X	X	X	X	X	X	X	X	X
E439	Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7-12 TTT		X	X	X	X	X	X	X	X	X	X	X	X
E449	Incident Command System (ICS) Curricula TTT						X				X			
E464	Disaster-Resistant Jobs			X	X	X			X	X	X			X
E488	Donations Management Workshop TTT				X	X	X		X	X	X		X	X
E580	Emergency Management Framework for Tribal Governments	X	X	X	X	X	X	X		X	X	X	X	
E601	Management and Supervision of Training										X			
E602	Performance and Needs Assessment										X			
E603	Instructional Design										X			
E604	Course Development										X			
E605	Instructional Delivery										X			
E607	Master Trainer Practicum										X			
E608	Alternate Delivery Methods										X			
E900	IEMC/All Hazards: Preparedness and Response						X					X		
E901	IEMC/All Hazards: Recovery and Mitigation			X			X					X		
E905	IEMC/Hurricane: Preparedness and Response						X					X		
E906	IEMC/Hurricane: Recovery and Mitigation			X			X					X		

Course Code	Course Title	Laws & Authorities	Hazard Identification/ Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
E910	IEMC/Earthquake: Preparedness and Response						X					X		
E911	IEMC/Earthquake: Recovery and Mitigation			X			X					X		
E920	IEMC/Hazardous Materials: Preparedness and Response						X					X		
E925	IEMC/State Specific: Response and Recovery						X					X		
E930	IEMC/Community Specific/All Hazards: Response and Recovery						X					X		
E931	IEMC/Community Specific/Hurricane: Response and Recovery						X					X		
E932	IEMC/Community Specific/Earthquake: Response and Recovery						X					X		
K606	Evaluation of Training										X			
S301	Radiological Emergency Response Operations (RERO)						X	X	X			X		
S302	Advanced Radiation Incident Operations (ARIO)		X		X	X	X	X	X			X		
S425	Radiological Series TTT (Mount Weather)								X		X			
S915	IEMC/Consequences of Terrorism						X					X		
G108	Community Mass Care Management					X			X					
G110	Emergency Management Operations Course (EMOC) for Local Governments					X	X		X			X		
G120	Exercise Design					X						X		
G130	Exercise Evaluation											X		
G135	Exercise Control/Simulation											X		
G137	Exercise Program Manager/ Management											X		
G138	Exercise Practicum for the Master Exercise Practitioner												X	
G190	Incident Command System (ICS): Law Enforcement						X							

Course Code	Course Title	Laws & Authorities	Hazard Identification/ Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
G191	Incident Command System/Emergency Operations Center (ICS/EOC) Interface						X							
G192	Incident Command System (ICS): Public Works						X							
G194	Incident Command System (ICS) for Public Officials' Conference						X							
G195	Intermediate Incident Command System (ICS)						X							
G196	Advanced Incident Command System (ICS)						X							
G197	Emergency Planning and Special Needs Populations		X		X	X	X		X		X			X
G200	Public Officials' Conference	X		X		X	X	X	X	X			X	X
G202	Debris Management						X		X	X				
G203	Public Assistance Applicants' Workshop	X		X			X		X					X
G225	Seismic Retrofit Training for Building Contractors and Inspectors	X		X										
G230	Principles of Emergency Management	X	X	X		X	X	X	X	X				
G235	Emergency Planning	X	X			X	X	X	X	X				X
G240	Leadership and Influence										X			
G241	Decisionmaking and Problem-Solving										X			
G242	Effective Communication										X			
G244	Developing Volunteer Resources				X									
G246	Disaster-Resistant Jobs Training			X							X			
G247	Decisionmaking in a Crisis						X				X			
G249	Managing People in Disasters: A Local Perspective						X							
G250.1	WEM: State and Local Continuity of Government (COG)	X							X					
G250.3	WEM: Disaster-Related Needs of Seniors and Persons with Disabilities	X				X								

Course Code	Course Title	Laws & Authorities	Hazard Identification/ Risk Assessment	Hazard Mitigation	Resource Management	Planning	Direction, Control & Coordination	Comm & Warning	Operations & Procedures	Logistics & Facilities	Training	Exercises Evaluation & Corrective Actions	Crisis Comm, Public Educ & Information	Finance & Administration
G250.6	WEM: Amateur Radio Resources							X						
G250.7	WEM: Local Situation (RAPID) Assessment					X			X					
G250.8	WEM: Exercise Controller/Simulator										X	X		
G250.9	WEM: Exercise Evaluator										X	X		
G250.11	WEM: Continuity of Operations (COOP)	X							X					
G250.12	Senior Officials' Workshop: Preparedness and Response for Terrorist Incidents					X	X		X					
G253	FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance	X												
G260	HMGP/FMA Financial Grants Management			X										X
G265	Instructional Delivery Skills (formerly G261, Instructional Presentation Skills)										X			
G270.1	WEM (Response and Recovery): Asking for Help						X							
G270.2	WEM (Response and Recovery): The Federal Response Plan (FRP)						X							
G270.3	WEM (Response and Recovery): Expedient Flood Training										X			
G270.4	WEM (Response and Recovery): Recovery from Disaster: The Local Government Role				X	X	X		X					
G270.5	WEM: Managing Through a Disaster for Supervisors						X				X			
G270.6	WEM: Working Through a Disaster for Front-Line Employees						X				X			
G271	Hazardous Weather and Flood Preparedness					X								
G272	Warning Coordination						X	X						
G275	Emergency Operations Center (EOC) Management and Operations				X		X		X			X		
G276	Resource Management				X		X		X			X		



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G277	Residential Coastal Construction	X	X	X										
G278	Benefit-Cost Analysis: Entry-Level Training			X		X								X
G279	Retrofitting Flood-Prone Residential Buildings	X		X		X								X
G280	Public Policy in Emergency Management	X				X							X	
G285	Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training			X		X								X
G288	Donations Management Workshop	X			X	X	X		X	X			X	X
G290	Basic Public Information Officers					X			X				X	
G300	Hazardous Materials: An Introduction for Public Officials	X	X			X		X						
G301	Introduction to Hazardous Materials Preparedness	X	X			X		X						
G305.1	Hazardous Materials Risk Communication	X	X			X		X						
G305.2	Hazardous Materials Information Management	X	X			X		X						
G305.3	Risk Analysis	X	X			X		X						
G305.4	Exercising Emergency Plans Under Title III											X		
G305.5	Alert and Notification							X	X					
G305.6	Community Awareness and Right-to-Know	X											X	
G305.7	Overview of Incident Command System						X						X	
G305.8	Hazardous Materials Workshop for EMS Providers						X						X	
G305.9	Hazardous Materials Workshop for Law Enforcement						X						X	
G305.10	Facility Coordinator's Role and the LEPC	X					X						X	
G305.11	Liability Issues in Emergency Management	X											X	
G305.14	Hazardous Materials Response Team: Should You Have One?					X	X		X	X				

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G310.1	Weapons of Mass Destruction: Nuclear Scenario					X	X		X					
G310.2	Weapons of Mass Destruction: Radiological Scenario					X	X		X					
G310.3	Weapons of Mass Destruction: Chemical-Sarin Scenario					X	X		X					
G310.4	Weapons of Mass Destruction: Chemical-Vx Scenario					X	X		X					
G310.5	Weapons of Mass Destruction: Biological-Anthrax Scenario					X	X		X					
G310.6	Weapons of Mass Destruction: Suicide Bomber Scenario					X	X		X					
G311	Hazardous Materials Contingency Planning		X			X			X					
G318	Mitigation Planning Workshop for Local Governments			X		X								
G320	Fundamentals Course for Radiological Response		X			X			X		X			
G346	Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)					X			X		X			
G351	Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster						X							
G357	Emergency Response to Criminal and Terrorist Incidents	X	X			X	X		X					
G358	Evacuation and Re-entry Planning Course	X				X	X	X	X				X	
G360	Hurricane Planning		X			X								
G361	Flood Fight Operations						X							
G362	Multi-Hazard Emergency Planning for Schools		X	X	X	X	X	X	X	X	X	X	X	X
G365.3	WEM: Partnerships for Creating and Maintaining Spotter Groups				X									
G376	State Hazard Mitigation Planning			X		X								

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G377	Regional Hazard Mitigation Planning			X		X								
G379	Interagency Hazard Mitigation Team Training			X		X								
G385	Disaster Response and Recovery Operations (DRRO)						X		X					
G386	Mass Fatalities and Incident Response						X	X	X					
G391	Disaster Response Planning for Organizations Serving Seniors and People with Disabilities					X								
G393	Mitigation for Emergency Managers			X										
G398.1	Earthquake Mitigation and Recovery Exercise for Local Officials			X								X		
G398.2	Flood Mitigation and Recovery Exercise for Local Officials			X								X		
G398.3	Hurricane Mitigation and Recovery Exercise for Local Officials			X								X		
G434	Earthquake Program for Schools		X	X	X	X	X	X	X	X		X	X	X
G436	Earthquakes: A Teacher's Package for K-6		X	X	X	X	X	X	X	X		X	X	X
G439	Seismic Sleuths: A Teacher's Package on Earthquakes for Grades 7-12		X	X	X	X	X	X	X	X		X	X	X
G901	Personal Protective Equipment (PPE)									X				
G902	CSEPP JIC Advisor												X	
G903	CSEPP Spokesperson Training												X	
G904	CSEPP Chemical Awareness					X					X			
G905	ACT FAST (Agent Characterization/Toxicity First Aid/Special Treatment)										X			
G906	Response Phase Decontamination										X			
G907	Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians										X			

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G908	Joint Information Center/Joint Information System (JICsaw III)												X	
G909	Technical Planning and Evaluation					X								
G910	Techniques for CSEPP Program Instructors										X		X	
IS-1	Emergency Program Manager: An Orientation to the Position	X	X	X		X	X	X	X	X				
IS-2	Emergency Preparedness, USA		X	X		X	X	X	X	X				
IS-3	Radiological Emergency Management		X			X	X			X			X	
IS-5	Hazardous Materials: A Citizen's Orientation		X			X								
IS-7	A Citizen's Guide to Disaster Assistance					X							X	
IS-8	Building for the Earthquakes of Tomorrow: Complying with EO 12699			X										
IS-9	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	X	X	X		X			X					X
IS-10	Animals in Disaster: Module A, "Awareness and Preparedness"						X							
IS-11	Animals in Disaster: Module B, "Community Planning"					X	X							
IS-12	Property Acquisition for Local Communities			X		X								X
IS-15	Special Event Contingency Planning for Public Safety Agencies		X			X	X							
IS-120	An Orientation to Community Disaster Exercises					X						X		
IS-195	Basic Incident Command System (ICS)						X							
IS-208	State Disaster Management	X				X			X					
IS-271	Anticipating Hazardous Weather and Community Risk		X			X								

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IS-275	The EOC's Role in Community Preparedness, Response, and Recovery Operations						X						X	
IS-279	Retrofitting Flood-Prone Residential Buildings			X										
IS-288	Role of Voluntary Agencies in Emergency Management				X									
IS-301	Radiological Emergency Response	X	X				X		X					
IS-324	Community Hurricane Preparedness					X								
IS-330	Refresher Course for Radiological Response		X						X		X			
IS-346	An Orientation to Hazardous Materials for Medical Personnel		X			X			X					
IS-362	Multi-Hazard Emergency Planning for Schools		X	X		X	X	X	X			X		
IS-386	Introduction to Residential Coastal Construction	X	X	X										
IS-393	Introduction to Mitigation			X										
IS-394	Mitigation for Homeowners			X										
IS-513	The Professional in Emergency Management	X	X	X		X	X	X	X	X				
IS-600	Special Considerations for FEMA Public Assistance Projects					X			X					
IS-630	Introduction to Public Assistance Process					X								



## Acronyms

ACE	American Council on Education
ACT FAST	Agent Characteristics Toxicity—First Aid and Special Treatment
APS	Advanced Professional Series
ARES	Amateur Radio Emergency Services
ARIO	Advanced Radiation Incident Operations
BC	Benefit-Cost
CBI	Computer-Based Instruction
CBT	Computer-Based Training
CDC	Centers for Disease Control and Prevention
CEC	Comprehensive Exercise Curriculum
CEM	Comprehensive Emergency Management and Certified Emergency Manager
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CEU	Continuing Education Unit
CFR	Code of Federal Regulations
COE	Corps of Engineers (U.S. Army)
COG	Continuity of Government
COOP	Continuity of Operations
CRS	Community Rating System
CSDP	Chemical Stockpile Disposal Program
CSEPP	Chemical Stockpile Emergency Preparedness Program
CTC	Conference and Training Center
DAE	Disaster Assistance Employee
DCPA	Defense Civil Preparedness Agency
DFIRM	Digital Flood Insurance Rate Map
DFO	Disaster Field Office
DFTO	Disaster Field Training Organization
DH	Disaster Housing
DMW	Donations Management Workshop
DOE	Department of Energy
DOJ	Department of Justice
DRC	Disaster Recovery Center
DRO	Disaster Recovery Operations
EAS	Emergency Alert System
EENET	Emergency Education NETwork
EEO	Equal Employment Opportunity
EMI	Emergency Management Institute
EMOC	Emergency Management Operations Course
EMS	Emergency Medical Services
EMT	Emergency Management Training
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPI	Emergency Public Information
EST	Eastern Standard Time
ETO	Exercise and Training Officer
FBI	Federal Bureau of Investigation
FCRR	Fundamentals Course for Radiological Response
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
FPA	Federal Preparedness Agency
FRERP	Federal Radiological Emergency Response Plan
FRP	Federal Response Plan
G	Graduate Program or Code for non-resident/field courses
GCO	Grant Coordinating Officer

GIS	Geographic Information System
GSA	General Services Administration
HAZUS	Hazards United States
HMA	Hazardous Materials Accidents
HMGP	Hazard Mitigation Grant Program
HS	Human Services
HUD	Department of Housing and Urban Development
IAEM	International Association of Emergency Managers
ICS	Incident Command System
ICS/EOC	Incident Command System/Emergency Operations Center
IEMC	Integrated Emergency Management Course
IEMS	Integrated Emergency Management System
IFGP	Individual and Family Grant Program
IHP	Individuals and Households Program
IS	Independent Study
JIC	Joint Information Center
JIS	Joint Information System
LD	Lower Division and Limited Data
LEP	Leadership Excellence Program
LEPC	Local Emergency Planning Committee
LRC	Learning Resource Center
MBDSI	Multi-Hazard Building Design Summer Institute
MEP	Master Exercise Practitioner
MMS	Mitigation Management Series
MTP	Master Trainer Program
MWEOC	Mount Weather Emergency Operations Center
NAWAS	National Warning System
NBC	Nuclear, Biological, and Chemical
NDER	National Defense Executive Reserve
NEHRP	National Earthquake Hazards Reduction Program
NEMIS	National Emergency Management Information System
NEPA	National Environmental Policy Act
NETC	National Emergency Training Center
NFA	National Fire Academy
NFDC	National Fire Data Center
NFIP	National Flood Insurance Program
NHPA	National Historic Preservation Act
NIIMS	National Interagency Incident Management System
NTIS	National Technical Information Service
NUREG	Nuclear Regulatory Guide
NWS	National Weather Service
OMB	Office of Management and Budget
OSHA	Occupational Safety and Health Administration
PDA	Preliminary Damage Assessment
PDS	Professional Development Series
PIO	Public Information Officer
POC	Public Officials' Conference
POV	Privately Owned Vehicle
PPA	Performance Partnership Agreement
PPE	Personal Protective Equipment
PTA	Parent-Teacher Association
RAA	Radiological Accident Assessment
RAAC	Radiological Accident Assessment Concepts
RACES	Radio Amateur Civil Emergency Services
REP	Radiological Emergency Preparedness
RERO	Radiological Emergency Response Operations
RTM	Regional Training Manager
SARA	Superfund Amendments and Reauthorization Act of 1986
SCM	Survivable Crisis Management
SCO	State Coordinating Officer
SLE	State and Local Exercise
SLG	State and Local Guide



SOP	Standard Operating Procedures
TD	Technical Document
TEEM	Training Excellence Emergency Management
TTT	Train-the-Trainer
UD	Upper Division
URL	Uniform Resource Locator
USCG	U.S. Coast Guard
USFA	United States Fire Administration
VISTA	Volunteers In Service To America
VOAD	Voluntary Organizations Active in Disaster
WEM	Workshop: Emergency Management
WMD	Weapons of Mass Destruction
WWW	World Wide Web



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